DAU
Defense Acquisition University

2012
Annual Report
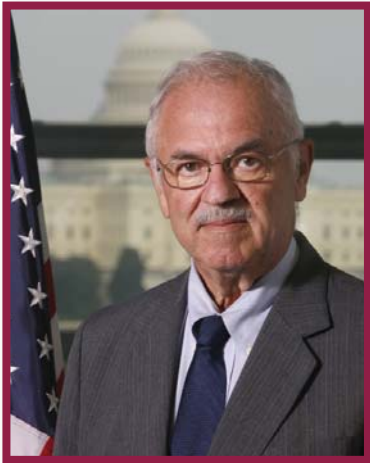
Developing
Qualified Acquisition Professionals

DAU Mission

Provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities.

Inside

President's Letter

In FY12, DAU faced several challenges that would have tested any established organization. The University still was recovering from the hacking incident on the vendor's network that disrupted our learning management system. We didn't have full capacity to our online courses until December 2011. The budget climate throughout the federal government and especially in the Department of Defense required us to increase efficiencies in the way we do business. We began moving printed courseware to electronic versions to lower our print costs and we enhanced our management of travel dollars.

We also faced a number of natural and man-made disasters. Our continuity of operations was repeatedly tested by snowstorms, hurricanes, and a derecho. Another obstacle we faced was a building fire at our Fort Belvoir, Virginia, campus. Building 207, which housed offices, a library, the Teaching and Learning Lab, and a cafeteria, was destroyed in August by fire. The flexibility and resilience of our faculty and staff was at its best.

Despite these challenges, there were several very significant positive events. Our President, Mrs. McFarland, was confirmed to the position of Assistant Secretary of Defense for Acquisition. We stood up the College of Contract Management to provide accredited training to enhance the knowledge and skills of the DCMA workforce. While we lost one building to a fire, we were able to stand up another at Hill Air Force Base in Utah, open our permanent facility at Aberdeen, Maryland, and add to our Fort Belvoir footprint with the acquisition of Building 270 and space in Building 247.

The University met these difficult challenges, with the hard work and dedication of a well-organized team. In FY12, we:

- Provided 12.5 million hours of learning
- Graduated 216,399 students
- Provided 586,470 hours of mission assistance
- Offered 287 online continuous learning modules
- Provided workplace performance support with 1.7 million contact hours on the Defense Acquisition Portal and the Acquisition Community Connection

I also am pleased to report that in FY12 DAU was the recipient of several learning best practice awards. Chief Learning Officer magazine presented DAU with a gold award for learning strategy and second place behind General Mills for the 2012 LearningElite award. The Federal Government Distance Learning Association presented DAU with an Eagle award and the eLearning Media Group named DAU a winner of the Learning!100 award.

The training of the Defense Acquisition Workforce is crucial to achieving successful acquisition outcomes. The DAU faculty and staff are extremely talented, hard-working, and committed to providing the very best in acquisition training products and services. In doing so, the DAU team takes pride in qualified acquisition professionals who effectively support our nation's warfighters.

James S. McMichael

DAU Learning Assets

The Defense Acquisition Workforce is a diverse and talented group working toward the common goal of achieving the right acquisition outcomes. Meeting this goal requires fully qualified acquisition professionals. As the primary training organization for the Defense Acquisition Workforce, DAU is committed to providing the training—both formal and informal—to develop these qualified acquisition professionals by engaging our students both in the classroom and on the job. DAU's formal classroom and online certification training is augmented with face-to-face mission assistance engagements plus a virtual, continuous presence with the workforce through our online continuous learning center, knowledge sharing websites, and online collaborative workspaces. These informal programs are available to ensure consistent and ongoing support of both individual workforce members and acquisition organizations. DAU's products and services enhance workplace performance, promote mission effectiveness, and help reshape the Defense Acquisition Workforce to meet future challenges—ultimately developing fully qualified acquisition professionals who provide cost-effective systems, equipment, and services to meet warfighter requirements.

Training

DAU offers training courses for each of the 15 Defense Acquisition Workforce Improvement Act (DAWIA) career fields. Defense Acquisition Workforce members must be certified for the positions they hold. Through DAU's core certification and core plus training courses, workforce members are able to fulfill the training requirements for their respective career-field certification. DAU uses modern teaching methods in the classroom and online to develop qualified acquisition professionals. In FY12, there were:

- 7,133,183 hours of training
- 216,399 total graduates
- 157,956 online graduates
- 58,443 classroom graduates

Continuous Learning

To remain a qualified acquisition professional, Defense Acquisition Workforce members must keep current with new policies and initiatives. DoD policy requires workforce members to earn 80 continuous learning points every 24 months to maintain currency in their career fields. DAU's Continuous Learning Center places cutting-edge modules at the fingertips of the workforce. This anytime, anywhere availability allows the workforce to cost-effectively meet continuous learning requirements. In FY12, there were:

- 287 continuous learning modules available
- 674,038 completions
- 3,160,554 contact hours

Mission Assistance

An organization's complex problems often require face-to-face support. DAU's Mission Assistance program extends services beyond the classroom and into the workplace. This program places seasoned faculty onsite at organizations ranging from smaller acquisition teams to larger acquisition programs to provide advice, consulting, rapid-deployment training on new initiatives, or training targeted to address unique mission needs. In FY12, there were:

- 701 consulting, targeted training, and rapid-deployment events
- 586,470 consulting, targeted training, and rapid-deployment contact hours

Knowledge Sharing

Access to acquisition knowledge outside traditional learning environments improves efficiency, innovation, and effectiveness. DAU's knowledge-sharing program augments the knowledge transfer that occurred in the classroom and gives individuals and organizations quick and easy access to information anytime. These online acquisition resources enhance job performance and support the development of qualified acquisition professionals. In FY12, there were:

- 1,013,064 contact hours on the Defense Acquisition Portal
- 650,647 contact hours on the Acquisition Community Connection

Training

Ryan Kelsey
Contract Specialist

105	courses
2,152K	offerings
216K	graduates
58,443	seats

DAU's classroom and Web-enabled certification and job-performance courses provide students the latest in acquisition information and techniques. Our case-based curriculum helps the workforce develop critical thinking skills. DAU's teaching faculty is drawn from real-world professionals with extensive backgrounds in defense acquisition. Their experience gives them the capability to address many of the nuanced situations with which students may approach them. Armed with relevant curriculum, the latest technology, and innovative teaching techniques, DAU faculty members are able to provide the certification training necessary to develop qualified acquisition professionals.

FY12 Training Accomplishments

- Deployed reengineered Contracting curriculum (CON 115, CON 170, CON 270, CON 280, CON 290, CLC 058, and CLC 064)

- Piloted two offerings of Program Management Office Course (PMT 352B) using a nearly paperless concept

- Initiated development of a Managing Industry (ACQ 315) course to supplement business knowledge gaps

- Taught more than 80 Contracting Officer's Representatives (COR) courses

- Conducted instructor and student pilots for Supportability Analysis (LOG 211)

- Conducted five offerings of Advanced Concepts and Skills for Requirements Management (RQM 310) course required for certification under Section 801, 2007 National Defense Authorization Act

Training

Reengineering Contracting Curriculum

On October 1, 2011, DAU began teaching new DAWIA contracting training courses at Levels I, II, and III. We updated courses in accordance with the Better Buying Power initiatives, and current law and policy. One goal was to ensure a solid understanding of cost and pricing analysis, quantitative analysis, payments, incentives, contract finance, and other contract pricing concepts with the addition of CLC 058, Introduction to Contract Pricing; CON 170, Fundamentals of Cost and Price Analysis; CLC 056, Analyzing Contract Costs; CLC 057, Performance Based Payments and Value of Cash Flow; and CON 270, Intermediate Cost and Price Analysis. Increased understanding of services acquisition was another goal of this major curriculum change. Our two new "applications" Level II courses (CON 280, Source Selection and Administration of Service Contracts; and CON 290, Negotiation and Administration of Supply Contracts) require the application of pricing concepts, contract planning, award, and administration to both service and supply contracts. Additionally, we added more critical thinking and problem solving to our Level III course, CON 360, Contracting for Decision Makers, and added a choice of one of seven courses for the additional Level III DAWIA requirement. This allows Defense Acquisition Workforce members, together with their supervisors, to choose which course best fits workforce professional needs.

Conducting CON 243/244 Blackboard Pilots

DAU conducted Blackboard Pilots for Architect-Engineer Contracting and Construction Contracting Courses (CON 243/244.) Students and faculty had an extremely positive response to the ability to receive and grade the precourse assignment prior to class starting, making a significant increase in the material an instructor can cover. Both pilots were successful and offered increased capacity for DAU to deliver high-quality distance-learning courses.

Program Management Office Course (PMT 352B) Goes Paperless (Almost)

DAU piloted two offerings of PMT 352B using a nearly paperless concept. Only one small booklet containing slides of the six course seminars was used. We did not print books containing role memos, artifacts, and job aids for the 10 course exercises. This change dramatically reduced the printing and administrative footprint by more than 50,000 pages per course. Based on the success of the paperless method, DAU intends to extend this approach to all upcoming PMT 352B offerings in the Capital and Northeast region. For FY13, this will eliminate the need to print more than 1 million pages of course material.

Developing Business Acumen Course (ACQ 315)

In FY12, DAU initiated development of a new training course to supplement business knowledge gaps for those who are Level III certified. ACQ 315 is divided into modules focused on providing government personnel with a better understanding of "how business does business." These modules cover a wide array of business acumen competencies, including industry orientation, organization, cost and financial planning, business strategy and development, and supplier management.
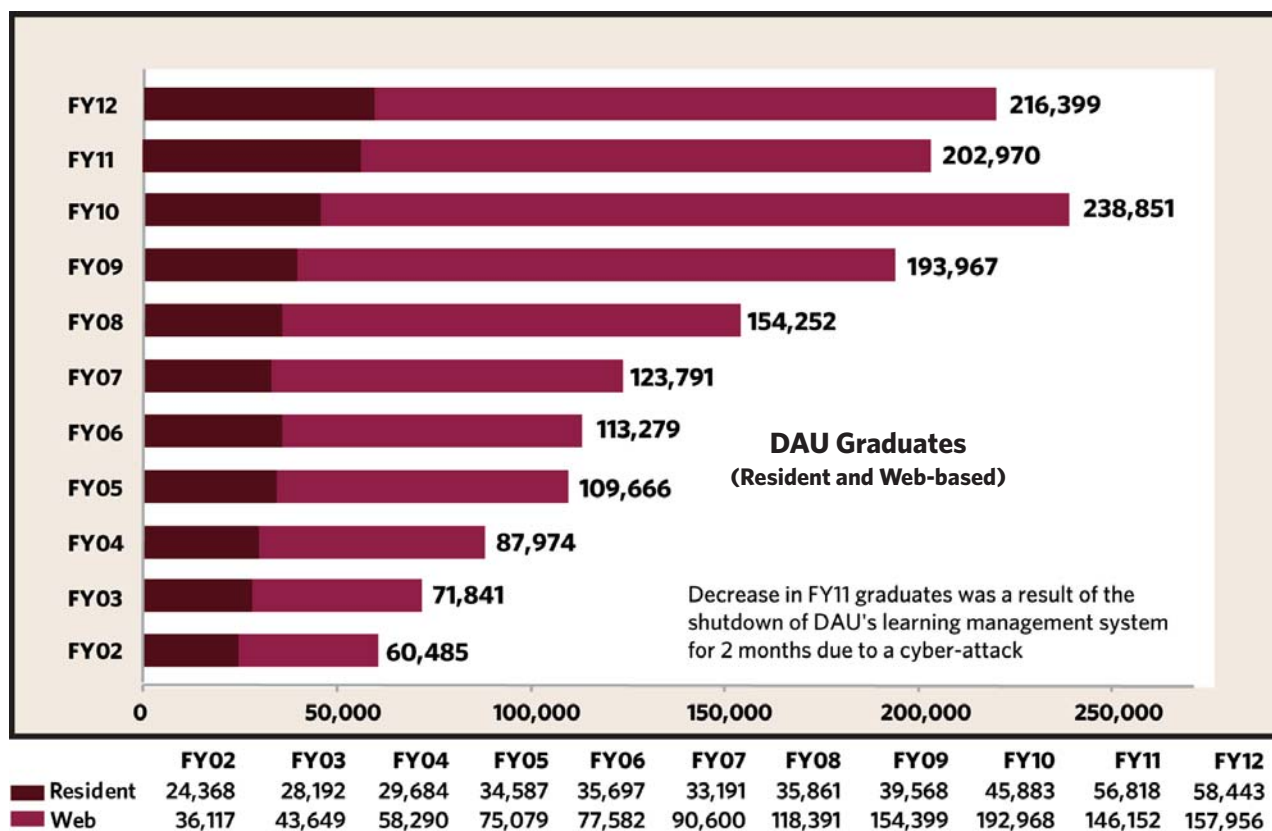
DAU Cohosts Program Attorney's Course

In March, more than 150 program attorneys convened—both in person and virtually—at DAU's Fort Belvoir, Virginia, campus for the 2012 Program Attorney's Course. Cohosted by the Army, Navy, Air Force, and Coast Guard Offices of General Counsel and DAU, the 5-day course included overviews of the DoD Decision Support Systems, acquisition strategy formulation, contract types and use, program management tools, and challenges that the attorneys' program manager clients must navigate to execute a successful program. DAU provided live Web-streaming of the presentations and stood up a new Acquisition Community Connection (ACC) online site specifically for DoD program attorneys, paralegals, and law clerks. The site, at acc.dau.mil/pac, includes video archives of the presentations given at the 2012 course, slide presentations, and reference materials.

Piloting Supportability Analysis (LOG 211) Course

DAU successfully conducted the LOG 211 Supportability Analysis pilot class September 24-28. Students of the pilot course included: product support managers, systems engineers, and life cycle logisticians. LOG 211 is designed to be DAU's foundational classroom course for the instruction of supportability analysis by focusing on detailed, process-oriented instruction in specific supportability analysis techniques and tools. Through student exercises and gaming and simulations, the influence of supportability principles and the affordable outcomes of maturing system designs and sustainment infrastructure are illustrated. The course uses a notional system scenario to engage students, ensuring the design characteristics of reliability, availability, maintainability, and affordability are used as the benchmarks for performance requirements. Supportability analysis tools and the logistics product database are reinforced throughout the course as integral parts of the systems engineering and product support processes and as key enablers to developing, fielding, and sustaining supportable and affordable weapon systems.

DAU Graduates
(Resident and Web-based)

Decrease in FY11 graduates was a result of the shutdown of DAU's learning management system for 2 months due to a cyber-attack

	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Resident	24,368	28,192	29,684	34,587	35,697	33,191	35,861	39,568	45,883	56,818	58,443
Web	36,117	43,649	58,290	75,079	77,582	90,600	118,391	154,399	192,968	146,152	157,956

Chart totals:
- FY12: 216,399
- FY11: 202,970
- FY10: 238,851
- FY09: 193,967
- FY08: 154,252
- FY07: 123,791
- FY06: 113,279
- FY05: 109,666
- FY04: 87,974
- FY03: 71,841
- FY02: 60,485

Training Courses

Acquisition

ACQ 101	Fundamentals of Systems Acquisition Management*
ACQ 201A	Intermediate Systems Acquisition, Part A*
ACQ 201B	Intermediate Systems Acquisition, Part B
ACQ 265	Mission-Focused Services Acquisition
ACQ 370	Acquisition Law
ACQ 401	Senior Acquisition Course
ACQ 403	Defense Acquisition Executive Overview Workshop
ACQ 404	Systems Acquisition Management Course for General/Flag Officers
ACQ 405	Executive Refresher Course
ACQ 450	Leading in the Acquisition Environment
ACQ 451	Integrated Acquisition for Decision Makers
ACQ 452	Forging Stakeholder Relationships
ACQ 453	Leader as Coach

Business, Cost Estimating, and Financial Management

BCF 102	Fundamentals of Earned Value Management*
BCF 103	Fundamentals of Business Financial Management*
BCF 106	Fundamentals of Cost Analysis*
BCF 107	Applied Cost Analysis
BCF 203	Intermediate Earned Value Management
BCF 204	Intermediate Cost Analysis
BCF 205	Contractor Business Strategies
BCF 206	Cost/Risk Analysis
BCF 207	Economic Analysis
BCF 208	Software Cost Estimating
BCF 209	Acquisition Reporting for Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAIS)
BCF 211	Acquisition Business Management
BCF 215	Operating and Support Cost Analysis
BCF 262	Earned Value Management System (EVMS) Validation and Surveillance
BCF 263	Principles of Schedule Management
BCF 301	Business, Cost Estimating, and Financial Management Workshop
BCF 302	Advanced Concepts in Cost Analysis

Contracting

CON 090	Federal Acquisition Regulation (FAR) Fundamentals
CON 100	Shaping Smart Business Arrangements*
CON 115	Contracting Fundamentals
CON 170	Fundamentals of Cost and Price Analysis
CON 200	Business Decisions for Contracting
CON 216	Legal Considerations in Contracting*
CON 232	Overhead Management of Defense Contracts
CON 234	Joint Contingency Contracting
CON 235	Advanced Contract Pricing
CON 237	Simplified Acquisition Procedures*
CON 243	Architect-Engineer Contracting
CON 244	Construction Contracting
CON 250	Fundamentals of Cost Accounting Standards—Part I
CON 251	Fundamentals of Cost Accounting Standards—Part II
CON 260A	The Small Business Program, Part A*
CON 260B	The Small Business Program, Part B
CON 270	Intermediate Cost and Price Analysis
CON 280	Source Selection and Administration of Service Contracts
CON 290	Contract Administration and Negotiation Techniques in a Supply Environment
CON 334	Advanced Contingency Contracting
CON 360	Contracting for Decision Makers
COR 206	Contracting Officer's Representative in a Contingency Environment
COR 222	Contracting Officer's Representative Course

Facilities Engineering

FE 201	Intermediate Facilities Engineering*
FE 301	Advanced Facilities Engineering

Grants

GRT 201	Grants and Agreements Management

Industrial/Contract Property Management

IND 105	Contract Property Fundamentals
IND 200	Intermediate Contract Property Administration and Disposition

Information Systems Acquisition

IRM 101	Basic Information Systems Acquisition*
IRM 202	Intermediate Information Systems Acquisition
IRM 304	Advanced Information Systems Acquisition

Logistics

LOG 101	Acquisition Logistics Fundamentals*
LOG 102	Systems Sustainment Management Fundamentals*
LOG 103	Reliability, Availability, and Maintainability*
LOG 200	Intermediate Acquisition Logistics, Part A*
LOG 201	Intermediate Acquisition Logistics, Part B
LOG 204	Configuration Management*
LOG 206	Intermediate Systems Sustainment Management*
LOG 211	Supportability Analyses
LOG 235	Performance-Based Logistics*
LOG 340	Life Cycle Product Support
LOG 350	Enterprise Life Cycle Logistics Management

Production, Quality, and Manufacturing

PQM 101	Production, Quality, and Manufacturing Fundamentals*
PQM 201A	Intermediate Production, Quality, and Manufacturing, Part A*
PQM 201B	Intermediate Production, Quality, and Manufacturing, Part B
PQM 203	Preparation of Commercial Item Description for Engineering and Technical Personnel**
PQM 301	Advanced Production, Quality, and Manufacturing

Program Management

PMT 202	Multinational Program Management
PMT 203	International Security and Technology Transfer/Control
PMT 251	Program Management Tools Course, Part I*
PMT 257	Program Management Tools Course, Part II**
PMT 304	Advanced International Management Workshop
PMT 313	Advanced Technology Security/Control Workshop
PMT 352A	Program Management Office Course, Part A*
PMT 352B	Program Management Office Course, Part B
PMT 400	Program Manager's Skills
PMT 401	Program Manager's Course
PMT 402	Executive Program Manager's Course

Requirements Management

RQM 110	Core Concepts for Requirements Management*
RQM 310	Advanced Concepts and Skills for Requirements Management
RQM 403	Requirements Management Executive Overview
RQM 413	Requirements Executive Overview

Software Acquisition

SAM 101	Basic Software Acquisition Management*
SAM 301	Advanced Software Acquisition Management

Systems Planning, Research, Development, and Engineering—Science and Technology (S&T) Managers

STM 202	Intermediate S&T Management
STM 303	Advanced S&T Management

Systems Planning, Research, Development, and Engineering—Systems Engineering

SYS 101	Fundamentals of Systems Planning, Research, Development, and Engineering*
SYS 120	Defense Standardization Workshop
SYS 130	Specification Selection and Application
SYS 202	Intermediate Systems Planning, Research, Development, and Engineering, Part I*
SYS 203	Intermediate Systems Planning, Research, Development, and Engineering, Part II
SYS 302	Technical Leadership in Systems Engineering

Test and Evaluation

TST 102	Fundamentals of Test and Evaluation*
TST 203	Intermediate Test and Evaluation
TST 303	Advanced Test and Evaluation

*Distance learning

**Facilitated online

All other courses are Resident

Continuous Learning

"There have been numerous times when my boss has asked me to figure something out, and the DAU learning modules site is one of the first places I go."

George Blackwood
Logistics Management Specialist
Naval Acquisition Intern Program

287 modules

674K completions

3.2M contact hours

DAU's Continuous Learning Center offers instant online access to an extensive set of acquisition-related tools to keep acquisition professionals up to date on the latest policies, procedures, and acquisition initiatives. DAU offers more than 250 learning modules which help acquisition professionals refresh their skills and earn continuous learning points to help meet the requirement of 80 points every 24 months. DAU also offers opportunities for acquisition professionals, senior DoD leadership, and industry representatives to meet and focus on the latest defense acquisition issues. Through these continuous learning opportunities, DAU efficiently sustains qualified acquisition professionals.

FY12 Continuous Learning Accomplishments

- Developed 24 new continuous learning modules, including:
  - 4 Business modules
  - 3 Contracting modules
  - 1 Engineering module
  - 9 Logistics modules
  - 5 Acquisition Management and Program Management modules
  - 2 Requirements modules
- Hosted conferences for the defense acquisition community

Continuous Learning

CLL 062 Counterfeit Prevention Awareness

This continuous learning module provides an entry-level introduction to the issues of counterfeit materiel and counterfeiting's impact on DoD programs and products. It also discusses means of identifying, reporting, and disposing of counterfeit items.

CLL 033 Logistician's Responsibilities During Technical Reviews

Logistician's Responsibilities During Technical Reviews describes the life-cycle logistician's role in technical reviews and how the life-cycle logistician can leverage that involvement into better supportability for the system. This module will examine the most common technical reviews and the specific steps the life cycle logistician can take to prepare and participate in the review.

CLC 058 Introduction to Contract Pricing

During the most recent Contracting Competency Assessment, senior leadership from all services and agencies viewed cost and price analysis as a fundamental skill for contracting professionals to focus on early in their contracting careers. As a result, the Defense Acquisition University is infusing cost and price analysis into the entire Defense Acquisition Workforce Improvement Act (DAWIA) curriculum, beginning with the fundamental topics and issues presented in CLC 058, Introduction to Contract Pricing, a Level I-certification requirement and prerequisite to CON 170, Fundamentals of Cost and Price Analysis.
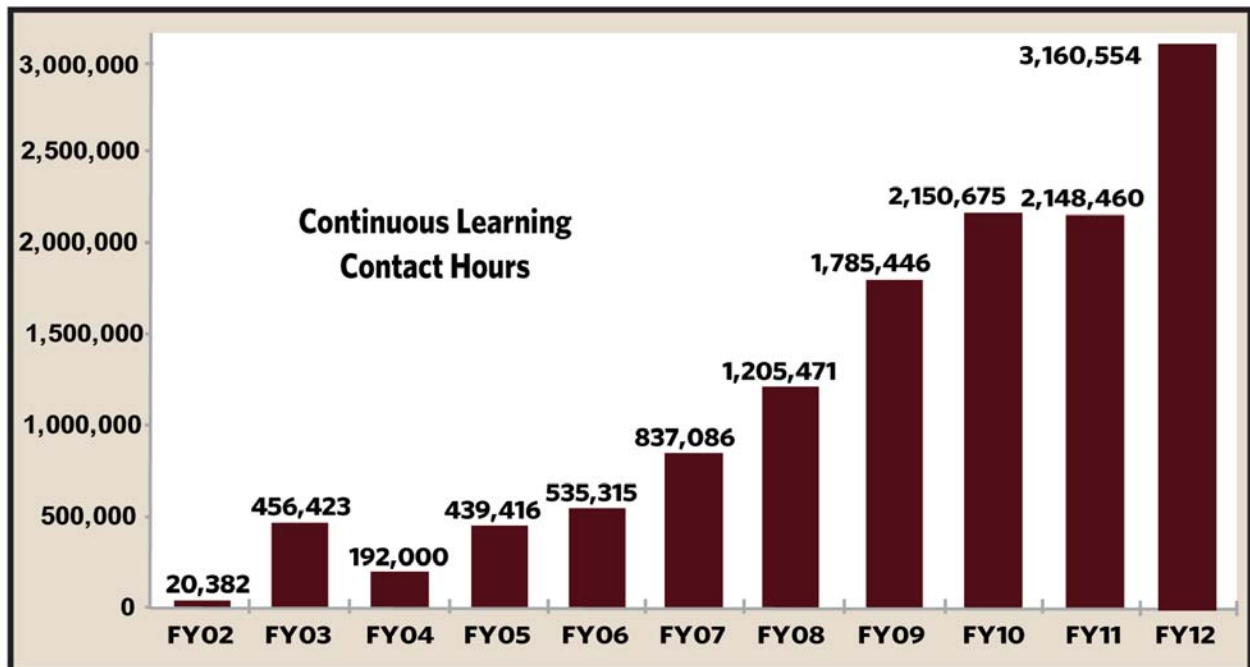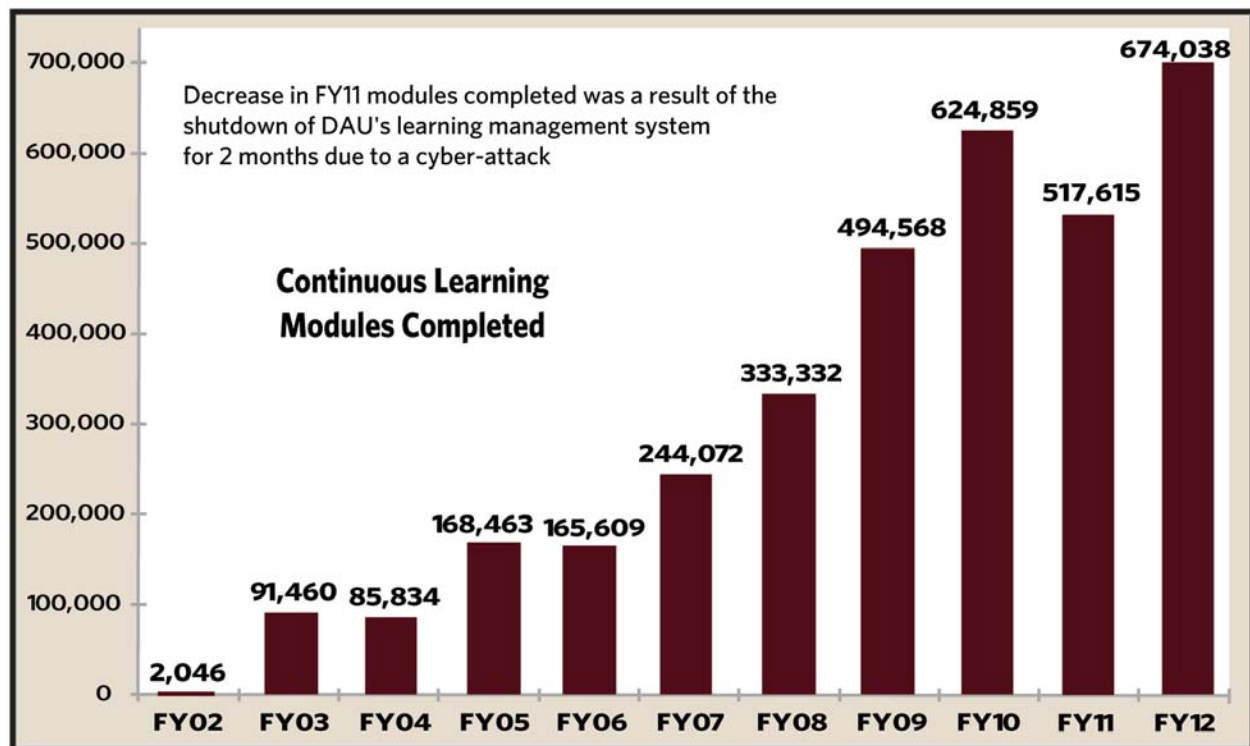
CLM 055 Program Leadership

This module identifies the most important leadership competencies necessary for Program Managers (PMs) in the defense acquisition process and analyzes the attributes of successful PMs through interviews with two highly successful PMs. This module also provides tips on self-assessment of PM leadership skills and references for more information on how to strengthen those skills.

CLE 068 Intellectual Property and Data Rights

This module provides fundamental information about intellectual property and the effective management of rights in technical data and computer software and their contribution to programmatic success. The module addresses concepts and legal guidance related to intellectual property, focusing on the rights in technical data and computer software that are the concerns of the Government and of its contractors. This module is primarily intended for technology managers and other acquisition professionals charged with ensuring that the DoD has the legal rights to the intellectual property necessary to provide our warfighters the best technology.

Continuous Learning Modules Completed

Decrease in FY11 modules completed was a result of the shutdown of DAU's learning management system for 2 months due to a cyber-attack

Fiscal Year	Modules Completed
FY02	2,046
FY03	91,460
FY04	85,834
FY05	168,463
FY06	165,609
FY07	244,072
FY08	333,332
FY09	494,568
FY10	624,859
FY11	517,615
FY12	674,038

Continuous Learning Contact Hours

Fiscal Year	Contact Hours
FY02	20,382
FY03	456,423
FY04	192,000
FY05	439,416
FY06	535,315
FY07	837,086
FY08	1,205,471
FY09	1,785,446
FY10	2,150,675
FY11	2,148,460
FY12	3,160,554

Continuous Learning Modules

Business Modules

CLB 007	Cost Analysis
CLB 008	Program Execution
CLB 009	Planning, Programming, Budgeting, and Execution (PPBE) and Budget Exhibits
CLB 010	Congressional Enactment
CLB 011	Budget Policy
CLB 014	Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR
CLB 016	Introduction to Earned Value Management
CLB 017	Performance Measurement Baseline
CLB 018	Earned Value and Financial Management Reports
CLB 019	Estimate at Completion
CLB 020	Baseline Maintenance
CLB 023	Software Cost Estimating
CLB 024	Cost Risk Analysis Introduction
CLB 026	Forecasting Techniques
CLB 029	Rates
CLB 030	Cost Data Sources
CLB 031	**Time Phasing Techniques**
CLB 032	**Force Structure Costing**
CLB 033	**Databases for the Cost Estimate**
CLB 034	**Probability Trees**

Contracting Modules

CLC 001	Defense Subcontract Management
CLC 003	Sealed Bidding
CLC 004	Market Research
CLC 005	Simplified Acquisition Procedures
CLC 006	Contract Terminations
CLC 007	Contract Source Selection
CLC 008	Indirect Costs
CLC 009	Service-Disabled, Veteran-Owned Small Business Program
CLC 011	Contracting for the Rest of Us
CLC 012	Contracting Officer's Representative (COR) Overview Health Care Acquisition Activity
CLC 013	Services Acquisition
CLC 020	Commercial Item Determination
CLC 023	Commercial Item Determination Executive Overview

CLC 024	Basic Math Tutorial
CLC 025	Small Business Program for Contracting Officers
CLC 026	Performance-Based Payments Overview
CLC 027	Buy American Act
CLC 028	Past Performance Information
CLC 030	Essentials of Interagency Acquisitions/Fair Opportunity
CLC 031	Reverse Auctioning
CLC 033	Contract Format and Structure for DoD eBusiness Environment
CLC 035	Other Transaction Authority for Prototype Projects: Comprehensive Coverage
CLC 036	Other Transaction Authority for Prototype Projects Overview
CLC 037	A-76 Competitive Sourcing Overview
CLC 039	Contingency Contracting Simulation: Barda Bridge
CLC 040	Predictive Analysis and Scheduling
CLC 041	Predictive Analysis and Systems Engineering
CLC 042	Predictive Analysis and Quality Assurance
CLC 043	Defense Priorities and Allocations System (DPAS)
CLC 044	Alternative Dispute Resolution
CLC 045	Partnering
CLC 046	Green Procurement
CLC 047	Contract Negotiation Techniques
CLC 050	Contracting with Canada
CLC 051	Government Property
CLC 054	Electronic Subcontracting Reporting System (eSRS)
CLC 055	Competition Requirements
CLC 056	Analyzing Contract Costs
CLC 057	Performance-Based Payments and Value of Cash Flow
CLC 058	**Introduction to Contract Pricing**
CLC 060	Time and Materials Contracts
CLC 061	Online Representations and Certifications Application (ORCA)
CLC 062	Intragovernmental Transactions
CLC 063	**Sole Source Proposal Technical Evaluations**
CLC 064	**Wage Determinations for Service and Construction Contracts**
CLC 102	Administration of Other Transactions

CLC 103	Facilities Capital Cost of Money
CLC 104	Analyzing Profit or Fee
CLC 106	Contracting Officer's Representative (COR) with a Mission Focus
CLC 107	OPSEC Contract Requirements
CLC 108	Strategic Sourcing Overview
CLC 110	Spend Analysis Strategies
CLC 112	Contractors Accompanying the Force
CLC 113	Procedures, Guidance, and Information (PGI)
CLC 114	Contingency Contracting Officer Refresher
CLC 120	Utilities Privatization Contract Administration
CLC 125	Berry Amendment
CLC 131	Commercial Item Pricing
CLC 132	Organizational Conflicts of Interest
CLC 133	Contract Payment Instructions
CLC 206	Contracting Officer's Representative in a Contingency Environment
CLC 222	Contracting Officer's Representative Online Training

Engineering and Technology Modules

CLE 001	Value Engineering
CLE 003	Technical Reviews
CLE 004	Introduction to Lean Enterprise Concepts
CLE 006	Enterprise Integration Overview
CLE 007	Lean Six Sigma for Manufacturing
CLE 008	Six Sigma: Concepts and Processes
CLE 009	System Safety in Systems Engineering
CLE 010	Privacy Protection
CLE 011	Modeling and Simulation for Systems Engineering
CLE 012	Naval Open Architecture
CLE 013	Modular Open Systems Approach to DoD Acquisition
CLE 015	Continuous Process Improvement Familiarization
CLE 016	Outcome-Based Performance Measures
CLE 017	Technical Planning
CLE 018	E3 and Spectrum Supportability for Acquisition Professionals
CLE 021	Technology Readiness Assessments

CLE 022	Program Manager Introduction to Anti-Tamper
CLE 023	Modeling and Simulation for Test and Evaluation
CLE 025	Information Assurance (IA) for Acquisition Professionals
CLE 026	Trade Studies
CLE 028	Market Research for Engineering and Technical Personnel
CLE 029	Testing in a Joint Environment
CLE 031	Research, Development, and Engineering Command (RDECOM)
CLE 034	Understanding the DoD Information Assurance Certification and Accreditation Process (DIACAP)
CLE 035	Introduction to Probability and Statistics
CLE 036	Engineering Change Proposals for Engineers
CLE 037	Telemetry
CLE 038	Time Space-Position Information
CLE 039	Environmental Issues in Testing and Evaluation
CLE 040	IUID Marking
CLE 041	Software Reuse
CLE 045	Introduction to DoD Science and Technology Management
CLE 046	Fundamentals of Executing a JCTD Project
CLE 047	Grounding, Bonding, and Shielding
CLE 060	Practical Software and Systems Measurement
CLE 061	Assessing Manufacturing Risk
CLE 062	Human Systems Integration
CLE 063	Capability Maturity Model-Integration (CMMI)
CLE 064	Standardization in the Acquisition Life Cycle
CLE 065	Standardization Documents
CLE 066	Systems Engineering for Systems of Systems
CLE 067	Strategic Material Selection: Chemical Ranking System
CLE 068	**Intellectual Property and Data Rights**
CLE 201	ISO 9000:2000
CLE 301	Reliability and Maintainability

Government Purchase Card Modules

CLG 001	DoD Government Purchase Card
CLG 004	DoD Government Purchase Card Refresher Training
CLG 005	Purchase Card Online System (PCOLS)

New Modules in FY12 are in **bold text.**

Continuous Learning Modules

International Modules

CLI 001	International Armaments Cooperation (IAC), Part 1
CLI 002	International Armaments Cooperation (IAC), Part 2
CLI 003	International Armaments Cooperation (IAC), Part 3
CLI 004	Information Exchange Program (IEP), DoD Generic RDT&E
CLI 005	Information Exchange Program (IEP), Army-Specific RDT&E
CLI 006	Information Exchange Program (IEP), Navy-Specific RDT&E
CLI 007	Technology Transfer and Export Control*

Logistics Modules

CLL 001	Life Cycle Management & Sustainment Metrics
CLL 002	Defense Logistics Agency Support to the Program Manager
CLL 003	Supportability Test and Evaluation
CLL 004	Life Cycle Logistics for the Rest of Us
CLL 005	**Developing a Life-Cycle Sustainment Plan (LCPS)**
CLL 006	Depot Maintenance Partnering
CLL 007	Lead Free Electronics Impact on DoD Programs
CLL 008	Designing for Supportability in DoD Systems
CLL 011	Performance-Based Logistics
CLL 012	**Supportability Analysis**
CLL 013	DoD Packaging
CLL 014	Joint Systems Integrated Support Strategies (JSISS)
CLL 015	Business Case Analysis
CLL 016	Joint Logistics
CLL 017	Introduction to Defense Distribution
CLL 018	Joint Deployment Distribution Operations Center (JDDOC)
CLL 019	Technology Refreshment Planning
CLL 020	Independent Logistics Assessments
CLL 022	Title 10 Depot Maintenance Statute Overview
CLL 023	Title 10 USC 2464 Core Statute Implementation
CLL 024	Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)

CLL 025	Depot Maintenance Inter-Service Support Agreements (DMISA)
CLL 026	Depot Maintenance Capacity Measurement
CLL 029	Condition-Based Maintenance Plus (CBM+)
CLL 030	Reliability-Centered Maintenance (RCM)
CLL 032	Preventing Counterfeit Parts from Entering the DoD Supply System
CLL 033	**Logisticians Responsibilities During Technical Reviews**
CLL 034	SLAMIS (SSN-LIN Automated Management and Integrating System)
CLL 036	**Product Support Manager (PSM)**
CLL 037	**DoD Supply Chain Fundamentals**
CLL 041	**Life Cycle Cost (LCC) Analysis Tools**
CLL 043	**Green Logistics Planning for Sustainability**
CLL 054	Joint Task Force Port Opening (JTF-PO)
CLL 055	Joint Deployment and Distribution Performance Metrics Framework
CLL 056	**Sustainment of Software Intensive Systems**
CLL 057	Level of Repair Analysis—Introduction
CLL 058	Level of Repair Analysis—Theory and Principles
CLL 062	**Counterfeit Prevention Awareness**
CLL 119	Technical Refreshment Implementation
CLL 120	Introduction to DoD Shelf-Life
CLL 121	DoD Shelf-Life Program—Acquisition and Procurement
CLL 201	Diminishing Manufacturing Sources and Material Shortages Fundamentals
CLL 202	Diminishing Manufacturing Sources and Material Shortages Executive Overview
CLL 203	Diminishing Manufacturing Sources and Material Shortages Essentials
CLL 204	Diminishing Manufacturing Sources and Material Shortages Case Studies
CLL 205	Diminishing Manufacturing Sources and Material Shortages for Technical Professionals
CLL 206	Parts Management Executive Overview

New Modules in FY12 are in **bold text**.

Acquisition Management and Program Management Modules

CLM 003	Ethics Training for the AT&L Workforce
CLM 005	**Industry Proposals and Communication**
CLM 012	Scheduling
CLM 013	Work-Breakdown Structure (WBS)
CLM 014	IPT Management and Leadership
CLM 016	Cost Estimating
CLM 017	Risk Management
CLM 021	Introduction to Reducing Total Ownership Costs (R-TOC)
CLM 023	Javits-Wagner-O'Day (JWOD) Tutorial
CLM 024	Contracting Overview
CLM 025	Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers
CLM 029	Net Ready Key Performance Parameter
CLM 030	Common Supplier Engagement
CLM 031	Improved Statement of Work
CLM 032	Evolutionary Acquisition
CLM 033	DAWIA II
CLM 034	Science and Technology—Lesson from PMT 352A
CLM 035	Environmental Safety and Occupational Health—Lesson from PMT 352A
CLM 036	Technology Transfer and Export Control Fundamentals
CLM 037	Physical Inventories
CLM 038	Corrosion Prevention and Control Overview
CLM 039	Foundations of Government Property
CLM 040	Proper Financial Accounting Treatments for Military Equipment
CLM 041	Capabilities-Based Planning
CLM 044	Radio Frequency Identification
CLM 047	Fiscal and Physical Accountability and Management of DoD Equipment
CLM 048	Audit Readiness Requirements for DoD Equipment
CLM 049	Procurement Fraud Indicators
CLM 051	Time Management
CLM 055	**Program Leadership**
CLM 056	**Portfolio Management**
CLM 057	Joint DoD-DOE Nuclear Weapons Life Cycle Activities
CLM 059	**Small Business Program for Program Managers**
CLM 101	Analysis of Alternatives (USAF Process)
CLM 103	Quality Assurance Auditing
CLM 200	Item-Unique Identification (IUID)
CLM 500	ADL Implementation for Defense Acquisition Professionals

Requirements Modules

CLR 030	Environment, Safety, and Occupational Health in JCIDS
CLR 101	**Introduction to Joint Capabilities Integration and Development System**
CLR 151	**Analysis of Alternatives**
CLR 250	Capabilities-Based Assessment
CLR 252	Developing Requirements

Standard Procurement System (SPS) Modules

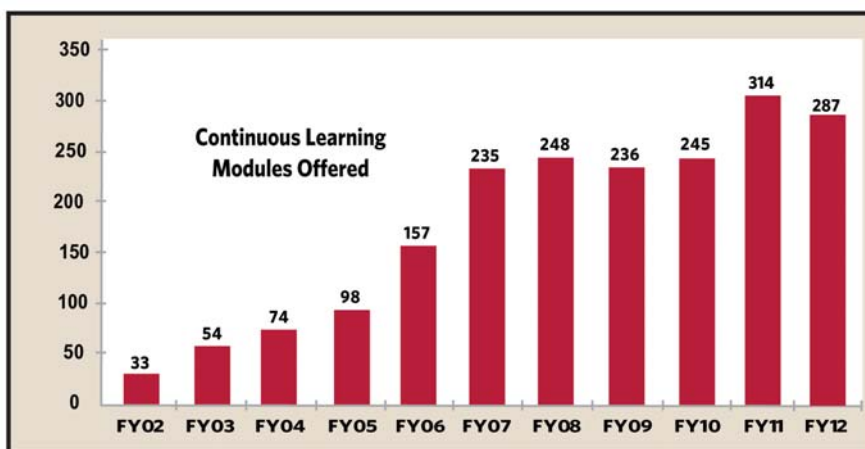|	
SPS 100	SPS and Federal Procurement Data System—Next Generation (FPDS-NG) System Administrator
SPS 101	SPS and FPDS-NG User
SPS 102	Contracts for Production
SPS 103	SPS System Administration
SPS 104	Report Writing
SPS 105	Adapter Online Support Tool
SPS 106	Database Maintenance

Continuous Learning Modules Offered

FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
33	54	74	98	157	235	248	236	245	314	287

Continuous Learning Modules

Harvard Business School Publishing ManageMentor® CL Modules

Business Essentials Modules

HBS 205	Decision Making
HBS 310	**Influencing and Motivating Others**
HBS 401	Budgeting
HBS 402	Business Case Development
HBS 403	Business Plan Development
HBS 405	Change Management
HBS 407	Crisis Management
HBS 408	Customer Focus
HBS 409	Decision Making
HBS 415	Ethics at Work
HBS 417	Finance Essentials
HBS 421	Innovation and Creativity
HBS 422	Innovation and Implementation
HBS 424	Leading and Motivating
HBS 426	Marketing Essentials
HBS 428	Negotiating
HBS 431	Performance Measurement
HBS 434	Process Improvement
HBS 435	Project Management
HBS 437	Strategic Thinking
HBS 438	Strategy Execution

Communication Skills Modules

HBS 307	Productive Business Dialog High Bandwidth
HBS 432	Persuading Others
HBS 433	Presentation Skills
HBS 444	Writing Skills

Personal Development Modules

HBS 404	Career Management
HBS 429	New Manager Transitions
HBS 439	Stress Management
HBS 442	Time Management

Working with Teams Modules

HBS 303	Leading Teams with Emotional Intelligence
HBS 306	Leading Teams with Emotional Intelligence (High Bandwidth)
HBS 418	Global Collaborations
HBS 427	Meeting Management
HBS 440	Team Leadership
HBS 441	Team Management
HBS 443	Virtual Teams

Working with Individuals Modules

HBS 301	Managing Difficult Conversations
HBS 302	Negotiating for Results
HBS 304	Managing Difficult Conversations High Bandwidth
HBS 305	Negotiating for Results (High Bandwidth)
HBS 309	**Coaching for Results**
HBS 406	Coaching
HBS 410	Delegating
HBS 411	Developing Employees
HBS 412	Difficult Interactions
HBS 413	Dismissing an Employee
HBS 414	Diversity
HBS 416	Feedback Essentials
HBS 419	Goal Setting
HBS 420	Hiring
HBS 423	Laying Off Employees
HBS 425	Managing Upward
HBS 430	Performance Appraisal
HBS 436	Retaining Employees

New Modules in FY12 are in **bold text.**

DAU Alumni Association

The DAU Alumni Association provides a means for professional growth and continued learning, within the defense acquisition community, and promotes DAU's reputation as a world-class acquisition learning resource. The Alumni Association brings together the best people, ideas, experiences, and skills for improving defense systems acquisition. The Board of Directors is composed of industry and government acquisition professionals.

President	William Bahnmaier	Director at Large	Steven Oxman
VP Operations	Wayne Glass	Director at Large	Lenn Vincent
VP Membership	Paul Alfieri	Director at Large	Roy Wood
VP Symposium	Shaw Cohe	Associate Board Member	Edgar Bingham
VP Communications	Daniel Somerset	Associate Board Member	Richard Hayes
Secretary	George Linnemeier	Associate Board Member	Judith Oxman
Treasurer	Mary Redshaw	DAU Liaison	Joseph Johnson
Director at Large	Barry Breindel	Army Representative	Scott Greene
Director at Large	Mike Dorohovich	Navy Representative	Patrick Morrow
Director at Large	Chris Feudo	Air Force Representative	Dan Ward
		Marine Representative	Paul Lee

Left to Right:
Chris Feudo, Shaw Cohe, Paul Lee, Roy Wood, Wayne Glass, Lenn Vincent, Judith Oxman, Mary Redshaw, Scott Greene, Bill Bahnmaier, Joseph Johnson, Steven Oxman, Paul Alfieri, Barry Breindel, Mike Dorohovich, Daniel Somerset

David D. Acker "Skill in Communication Award"

The 2012 David D. Acker Award was presented to James E. Thomsen, Principal Civilian Deputy to the Assistant Secretary of the Navy for Research, Development & Acquisition, for his enthusiastic and vigorous communication of acquisition initiatives and principles throughout government and industry. He has served as codirector for the Under Secretary of Defense's Better Buying Power Initiatives; established a Government-Industry Acquisition Course; collaborated with DAU to establish a service day in conjunction with PMT 401; created a Lessons-Learned Acquisition War Room for incoming Program Managers; led and executed the Navy's plan for adding more than 5,000 acquisition professionals; and helped establish the Acquisition Career Council, which assigns mentors to all Navy acquisition personnel. He has been a frequent speaker in DAU courses and at the Symposium.

Acquisition Community Symposium

On April 10, DAU hosted the annual Acquisition Community Symposium with the theme "Understanding the Nuts and Bolts of Acquiring Services." More than 750 people attended the event, including 200 at remote sites. The symposium provided Service-level and industry perspectives on implementing Better Buying Power initiatives.

Conferences

DoD Product Support Manager Conference

The Office of the Deputy Assistant Secretary of Defense for Materiel Readiness and the DAU Logistics and Sustainment Center successfully hosted the first-ever Department of Defense Product Support Manager (PSM) Conference at the DAU Fort Belvoir, Virginia, campus November 2-3, 2011. The Honorable Alan F. Estevez, Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD [L&MR]) and Acting Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics (PDUSD [AT&L]), opened the conference with a presentation on the department's current environment. Katrina McFarland, then DAU President and performing the duties of the Assistant Secretary of Defense for Acquisition (ASD[A]), presented the keynote address on the department's Better Buying Power initiative the following morning. Office of Secretary of Defense, Defense Acquisition University, Defense Logistics Agency, component and industry speakers also provided presentations and shared perspectives on a variety of topics with the more than 250 attendees from across the department.

AT&L Program Managers' Forum

November 2-3, 2011, DAU hosted a Program Managers' (PM) Forum for Major Defense Acquisition Program Managers. The Honorable Frank Kendall, then Acting Under Secretary of Defense for Acquisition, Technology and Logistics (USD[AT&L]), sponsored the forum that was attended by 20 major PMs from all Services. The program managers discussed their top programmatic issues, recommendations, and best practices with Katrina McFarland, then DAU President and performing the duties of the ASD(A); and Darlene Costello, Principal Director, Strategic and Tactical Systems, and Director for Program and Acquisition Management, Office of the Secretary of Defense (OSD). They also interacted with a senior panel including David Duma, Deputy Director, Operational Test and Evaluation; Stuart Hazlett, Deputy Director, Program Acquisition and Strategic Sourcing (PASS) for Defense Procurement and Acquisition Policy and Deputy Director of Defense Pricing; and Brig. Gen. Richard Stapp, Deputy Director, Requirements, Force Structure, Resources and Assessment Directorate (J8), Joint Staff.

PEO/SYSCOM Conference

DAU hosted the 20th Program Executive Officers/ Systems Commanders Conference on November 1-2, 2011, at Fort Belvoir, Virginia, bringing top leaders to DAU. The conference is the preeminent acquisition conference for the defense acquisition community, bringing together more than 350 senior defense executives from industry and all branches of the defense department. The theme for this year's conference, as selected by the Honorable Frank Kendall, then Acting USD(AT&L), was "The Challenge Before Us: Implementing Strategies for Cost Management and Control for Program Success." The conference gathered speakers from a variety of positions to look at improving acquisition results in the face of a challenging budgetary environment. The highlight of the conference was the opportunity to participate in individual breakout sessions focused on acquisition hot topics. These sessions, facilitated by members of the DAU faculty, brought in individuals with real world experience and insight to the discussion on improving affordability.

Troops, Taxpayers, and the Defense Acquisition Community

Defense Acquisition University South Region Alumni Association hosted its eighth annual professional development event for the regional workforce February 22-23. Recognizing the need to reduce costs and maintain a high return on investment, DAU altered its approach for this year's event by organizing a series of practical training seminars and lectures. By eliminating the two most costly elements from past events, the alumni association was able to host the event in its new facility, enhancing DAU's image as part of the community and allowing for more one-on-one interaction between presenters and participants. The symposium attracted more than 350 attendees from regional organizations.

DoD Acquisition Insight Conference

Nearly 700 members of the Defense Acquisition Workforce participated in the DoD Acquisition Insight Conference April 24-25, which was hosted by the DAU Midwest Region and the DAU Alumni Association Midwest Chapter. The conference theme "Better Buying Power Initiatives: Vector Check" brought together senior leaders and subject matter experts to educate and update attendees from the military and government. The Honorable Frank Kendall, then Acting USD(AT&L), delivered the keynote address. Other distinguished speakers included: Katrina McFarland, then DAU President and performing the duties of the ASD(A); Shay Assad, Director of Defense Pricing; Gary Bliss, Director, Performance Assessments and Root Cause Analysis; and Blaise Durante, Deputy Assistant Secretary of the Air Force for Acquisition Integration. Distinguished military speakers included: Gen. Donald Hoffman, USAF, Commander, Air Force Materiel Command; Lt. Gen. Thomas J. Owen, USAF, Commander, Aeronautical Systems Center; and Lt. Gen. C.D. Moore II, Vice Commander, Air Force Materiel Command. The conference was supplemented by more than 40 breakout sessions aligned with the conference's additional focus areas of services, affordability, and efficiency.

DAU presented at the following conferences in FY12:

- American Society for Training and Development (ASTD) Symposium
- Chief Learning Officer (CLO) Symposium
- Council on Occupational Education (COE) Annual Meeting
- COE Summer Conference
- DAU/GMU Innovations Conference
- DoD Small Business Training Week Conference
- eLearning & Serious Games Conference
- Enterprise Learning! Summit
- IDEAA Conference
- Knowledge Advisors Conference
- Learning Analytics Conference
- Tech America Symposium
- Training Conference and Expo
- U.S. Distance Learning Association (USDLA) Conference

Mission Assistance

"You could tell by the experience level when [the faculty] started to talk, that they understood what the IPT leader, chief engineer were going through ... They really understood the business, which made it a lot easier for them to help us."

RDML(Sel) CJ Jaynes
Assistant Commander for Logistics and Industrial Operations
Naval Air Systems Command

311 consulting efforts

350 targeted training efforts

40 rapid deployment efforts

Our faculty collectively possesses experience across DoD acquisition disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and acquisition processes. They bring this experience and knowledge into acquisition organizations to help resolve any program, technical, and business issues they face. This on-site assistance is offered through consulting engagements, customized training events, and rapid deployment training. Working with acquisition organizations and teams on real-world problems further contributes to the development of qualified acquisition professionals.

FY12 Mission Assistance Accomplishments

- Conducted 11 Requirements Overview Executive Workshops (REOW) for 36 participants and four RQM-413 Senior Leader Requirements Overview Sessions

- Conducted 23 Defense Acquisition Executive Overview Workshops for 234 participants

- Engaged with numerous major defense acquisition programs (MDAPs) at critical points in their life cycles, including: program startup workshops, program advisory roles, program assessments for milestone reviews, compliance reviews, and smart shutdown workshops

- Graduated 26 from Senior Service College Fellowship: eight from Aberdeen Proving Ground, Maryland; 10 from Huntsville, Alabama, and eight from Sterling Heights, Michigan

- Conducted 20 Service Acquisition Workshops

Mission Assistance

Major Defense Acquisition Programs

Common Infrared Countermeasures Product Office

DAU delivered a Systems Requirements Review (SRR) Workshop to the Common Infrared Countermeasures (CIRCM) Product Office, covering recent changes in defense acquisition policy and DoD guidance. The workshop specifically highlighted risk management and the use of technical reviews as part of a robust systems engineering process. Additionally, the workshop addressed the requirements and attributes of the SRR and the use of the SRR Program Risk Assessment Checklist, tailored for the CIRCM program, as a tool to effectively complete the SRR and proactively manage program risk. The workshop was attended by 35 members of the CIRCM Product Office and the Project Manager Aircraft Survivability Equipment (PM ASE) organization.

Assistant Secretary of the Army (Acquisition, Logistics and Technology) Performance Assessments and Root Cause Analyses

DAU collaboratively supported the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA[ALT])'s Performance Assessments and Root Cause Analyses (PARCA) assessment of Army acquisition obligation and expenditure performance. Heidi Shyu, ASA(ALT) and Army Acquisition Executive (AAE), directed Army PARCA to review selected Army Program Executive Offices (PEO) and Project Management Offices (PMO) to determine what was causing low obligation and expenditure rates during FY12. Between April and October, DAU teamed with Army PARCA to develop and refine a survey and assessment plan, including scope, objectives, schedule, and a plan of action and milestones (POA&M) to implement AAE direction memo. The APARCA/DAU team also visited multiple Army acquisition sites to talk with Army acquirers about this issue, ultimately visiting five PEOs and 20 PMOs to assess the organizations and facilitate process improvements. The APARCA/DAU team developed findings, conclusions, and recommendations for Army acquisition process improvements which were briefed to ASA(ALT) in early October. Many of these recommendations were adopted by the Army and are being implemented during FY13.

Lower Tier Project Office

DAU hosted the Lower Tier Project Office (LTPO) for a Patriot Advanced Capability, Phase 3 (PAC-3) Missile Production Contract brainstorming session on June 4. The session provided LTPO with independent advice and assistance in identifying areas of contracting cost efficiency as the PAC-3 missile migrates from its Cost Reduction Initiative variant to the Missile Segment Enhancement (MSE) variant. The next contract award in 2013 will serve as a bridge phase when the PAC-3 MSE missile is planned to start production for FY14. The bridge phase may provide LTPO the opportunity to pursue production cost and contracting efficiency initiatives.

The DAU team provided valuable contracting and production inputs and ideas including such areas as missile contract pricing, Justification and Approvals, Defense Contract Management Agency, and configuration management. The brainstorming session validated many of the PAC-3 production and contracting efficiencies already in place.

Targeted Training

Work Statement Workshop (TTM009)

In FY12, DAU successfully completed the development of a Work Statement Workshop, a comprehensive 14-lesson curriculum, broken down into nine logical, easy-to-follow steps that cover all major aspects of writing an effective work statement. The 4-day workshop provided innovative case and writing exercises that allowed students an opportunity to practice and refine their writing skills in a monitored environment for maximum learning effectiveness.

Space and Missile Systems Center – "Fixed-Price Incentive (Firm Target) Contracting Fundamentals"

DAU provided targeted training to contract specialists and program personnel at the Space and Missile Systems Center in El Segundo, California, on August 28. Training was on "Fixed-Price Incentive (Firm Target) (FPI(F)) Contracting Fundamentals" and included the appropriate use and the specific mechanics of FPI(F) contracting to support an overall acquisition strategy. This first training session was well received by the students and the Space and Missile Systems Center/Procurement (SMC/PK) Pricing management. Additional training sessions were performed at their request.

Cost Benefit Analysis Targeted Training

In FY12, DAU conducted a series of Cost Benefit Analysis Targeted Training sessions at various locations around the world including Korea, Alaska, Germany, and Kuwait. This DAU South-led, cross-departmental and region mission assistance effort consisted of a team of instructors from the South, CNE, and West from the Business Management, Logistics, and Systems Engineering functional areas. The training sessions were delivered to dozens of students from organizations, including Army Sustainment Command and congressional staffers, serving as personal or military staff to members with responsibilities on the appropriation committee, service fellows, and Senate appropriation staffers.

U.S. Army Training and Doctrine Command – "Developing Performance Requirements for Service Acquisitions"

DAU successfully executed two targeted training sessions on "Developing Performance Requirements for Service Acquisitions" at the U.S. Army Training and Doctrine Command (TRADOC) on June 13-14. Forty attendees received training that included drafting a TRADOC Performance Work Statement in conjunction with the Automated Requirements Roadmap Tool.

Mission Assistance

Workshops and Seminars

Service Acquisition Workshops/Automated Requirements Roadmap Tool

DAU has conducted numerous Service Acquisition Workshops to provide training on the new features of the Service Acquisition Workshops/Automated Requirements Roadmap Tool (ARRT) to clients at various locations around the United States, including Defense Finance and Accounting Service at their Columbus, Ohio, facility; the Air Logistics Center and C-130 Sustainment Branch at Warner Robins AFB in Georgia; and Defense Contract Management Agency (DCMA) at DAU's Chester, Virginia, satellite office. The Service Acquisition Workshops guided the trainees through a requirements roadmap and helped develop both a preliminary Performance Work Statement and performance standards, as well as an action plan to guide them toward completing the goals. The Army is now requiring Service Acquisition Workshops for all Army Service Acquisitions valued at $1 billion and above. The latest version of the ARRT, used in acquiring services, was posted on the Acquisition Community Connection at sam.dau.mil/arrt on January 20. ARRT Version 1.5 adds several user-requested enhancements, including new fields for descriptions of High Level Objectives, improved deliverables management across tasks, a comments feature for improved user collaboration, easy import of project data from previous ARRT versions, and multiple user interface improvements. Defense Logistics Agency is now requiring every contracting activity with requirements greater than $100 million to use ARRT. Customers have experienced significant cost avoidance after participating in a Service Acquisition Workshop and using the ARRT.

Congressional Research Service/DAU Seminar

Defense Acquisition University, in collaboration with Congressional Research Service (CRS), hosted a 1-day seminar at Capitol Hill titled: "25 Years of Acquisition Reform: Where Do We Go From Here?" on September 6. The seminar consisted of panel presentations and discussions from current and former senior leaders from government, academia, and think tanks. The Honorable Frank Kendall, USD(AT&L), delivered the keynote presentation on current DoD efforts to improve defense acquisition. Attendees primarily were congressional staffers (from both committees and congressional offices), as well as senior leaders from DoD and the Government

Accountability Office. Highlights included discussions of whether the DoD acquisition system is "broken," and if previous acquisition reform efforts have produced desired results. Proposals also were made for ways forward. The results of this unprecedented seminar may help inform defense acquisition policy, both on the Hill and within DoD.

Organization	Independent Government Cost Estimate (IGCE)	Contract Award	Cost Avoidance
Arlington National Cemetery–Grounds Maintenance	$3.7M (annually)	$2.9M (annually)	$0.8M
Defense Security Services–Information Technology	$66.9M (5 years)	$57.8M (5 years)	$9.1M
DCMA–multiple contracts			10% to 15% below IGCE

F-22 Performance-Based Support Strategy Workshop

DAU provided MDAP consulting assistance to a 30-member F-22 team from the System Program Office at Lockheed Martin and Boeing on October 18-19, 2011. The workshop not only focused on increasing the F-22 team's understanding of performance-based product support, but also how Acquisition, Technology, and Logistics guidance affects the current and future Raptor Product Support Strategies. This fast-paced, dynamic workshop used the Life Cycle Product Support Vision and Guiding Principles captured from the DoD Weapons System Acquisition Reform Product Support Assessment in establishing a forum where trust, collaboration, openness, and teamwork took center stage. Participants shared perspectives on program goals, business processes, and performance outcomes while applying the concepts of the DoD Product Support Strategy Process Model and Better Buying Power guidance. Attendees said the workshop not only provided valuable insight into the most recent initiatives affecting product support but also provided an avenue for all team members to work together in identifying items of concern, highlighting areas of success, and formulating ideas for a "way ahead."

413th Contracting Support Brigade Workshop

DAU provided the 413th Contracting Support Brigade a customized 4-day Performance Work Statement Writing Workshop May 7-11 for Contracting Officer Representatives (CORs) who provide oversight of various installation/post service-type contracts. Thirty-two people attended the course from different Army activities in Hawaii. As a direct result of this training, the 413th Contracting Support Brigade learned to create better written requirements documents based on the principles of Performance Based Acquisition aligned to their Quality Assurance Plans with measureable performance metrics.
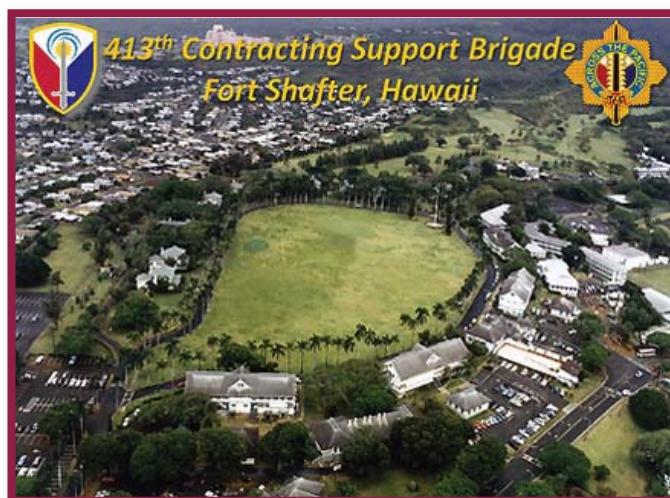
U.S. Army Corps of Engineers

DAU provided an 8-hour Contracting Officer Representative Officer (COR) overview to U.S. Army Corps of Engineers (USACE) Forward Engineering Support Teams (FEST) in San Luis Obispo, California, April 2. USACE FEST-A (Advance) and FEST-M (Main) teams serve as part of USACE's forward planning, execution, and liaison teams in support of contingency operations and response to domestic and international catastrophic natural disasters.

Better Buying Power Initiatives Rapid Deployment Training

During FY12, DAU continued to support the DoD Enterprise Better Buying Power initiatives (BBPi) Rapid Deployment Training (RDT) Briefing and BBPi Mission Assistance presentation updates. These presentations clarified the intent of the Better Buying Power initiatives and how organizations can successfully implement them. The updates and subject matter covered were specifically tailored to the organizations being briefed. The recipients of the updates included Army, Navy, Air Force MDAPs, non-MDAPs, and industry partners requesting tailored content and templates to speed documentation and reduce USD(AT&L) staffing and decision-making turnaround time. Functional areas covered included cost, program management, procurement, financial management, and business management.

Mission Assistance

Executive Development and Special Programs

Senior Service College Fellowship

Twenty-six fellows completed the challenging Senior Service College Fellowship (SSCF) program in FY12. Conducted by DAU in support of ongoing Army efforts, the program focused on leadership and acquisition exercises designed to equip the Fellows with the skills

necessary to excel in the strategic leader environment. The 10-month fellowship provides leadership and acquisition training to prepare senior-level civilians for senior leadership roles in key acquisition leadership positions.

The Aberdeen Proving Ground (APG) SSCF program graduated its third class of fellows May 16. MG Nickolas Justice, Special Assistant to the Military Deputy to the ASA(ALT), delivered the commencement address to the eight graduates. One of the fellows concurrently completed the requirements for a Master of Arts degree in Management and Leadership from Webster University.

Ten fellows graduated from the SSCF program at Huntsville, Alabama, on May 23. LTG William Phillips, Principal Military Deputy to the ASA(ALT), was the keynote speaker. Two graduates also received Master of Arts degrees in Management and Leadership from Webster University and four fellows received Executive Leadership certificates from Cornell and Darden Universities.

Eight fellows graduated from the SSCF program at Warren, Michigan, on May 30. MG Nickolas Justice, Special Assistant to the Military Deputy to the ASA(ALT), delivered the commencement address. The eight graduates also received Masters degrees in Global Leadership and Management from Lawrence Technological University.
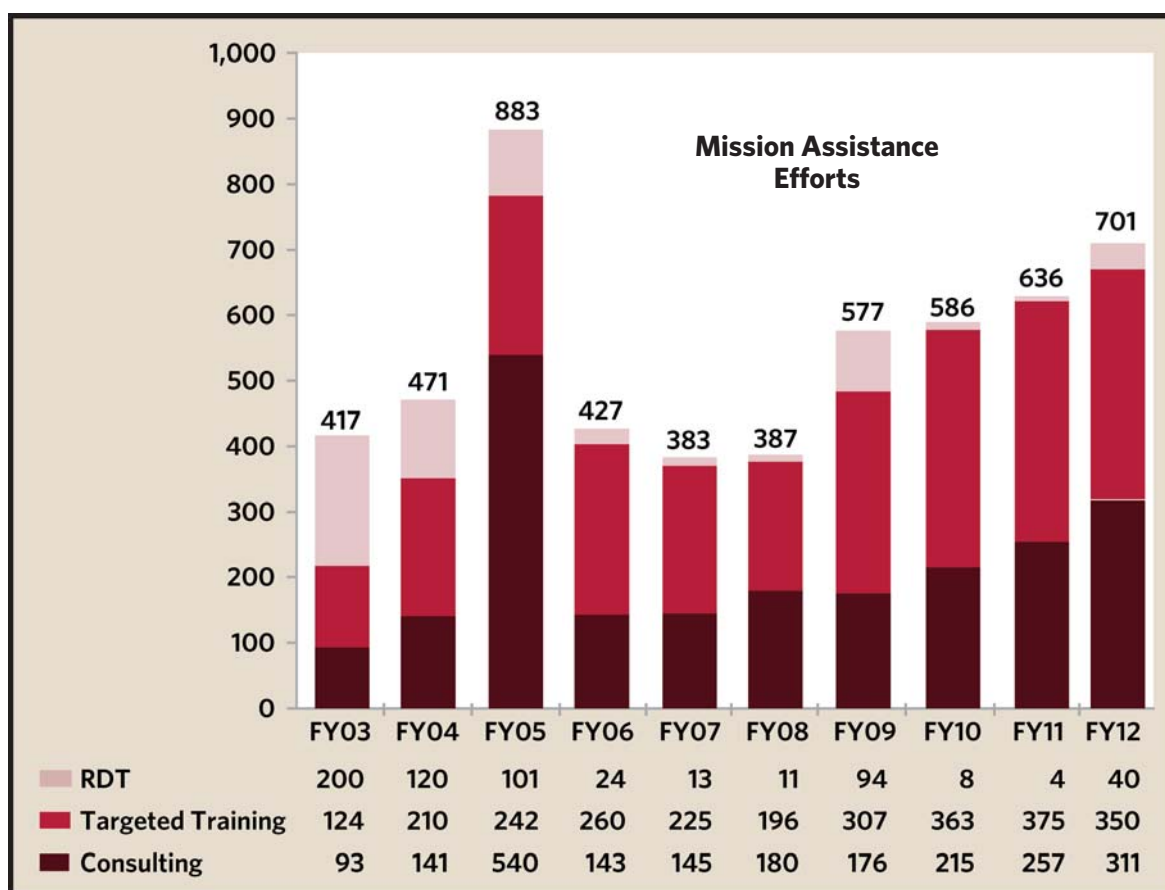
Army Executive Leadership Program

The 14th session of the Army Executive Leadership Program (ELP) was held October 17-21, 2011. These events are conducted for the ASA(ALT) and the Commander, Army Materiel Command (AMC). DAU was responsible for the design, development, and delivery of these executive learning events and introducing Army Materiel Enterprise (AME) executives to contemporary management and leadership concepts. Seventeen participants (primarily General Officers and SES) from across the AME participated in the event. Structured as "action learning," the participants learned a model for High Order Thought to increase their leadership and management effectiveness, the role of thinking preferences in their leadership and decision making, principles and tool for assessing and managing polarities, fundamentals of improved listening and speaking, and the application of social networks principles in leading large, complex organizations. To date, the Army ELP has provided world class executive-level education and networking opportunities to 219 executive participants.

Specialty Engineering Education and Training Program

The Army Aviation and Missile Research Development and Engineering Center (AMRDEC) hosted a graduation ceremony for the students of the 2011-2012 pilot offering of the Specialty Engineering Education and Training (SE2T) program of instruction on July 31. Six engineering students received their diplomas for completion of the entire SE2T program of study and four students received Certificates of Attendance for their completion of specific SE2T courses. Stephen P. Welby, Deputy Assistant Secretary of Defense for Systems Engineering, was the keynote speaker for the event. Dr. James McMichael, Acting DAU President and James McCullough, Dean DAU—South, represented DAU. Seven of the 10 engineering students of the pilot program will be entering the Graduate Studies Program portion of the SE2T Program.

Mission Assistance Efforts

	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
RDT	200	120	101	24	13	11	94	8	4	40
Targeted Training	124	210	242	260	225	196	307	363	375	350
Consulting	93	141	540	143	145	180	176	215	257	311

Totals shown: FY03 417, FY04 471, FY05 883, FY06 427, FY07 383, FY08 387, FY09 577, FY10 586, FY11 636, FY12 701.

Knowledge Sharing

"I am so impressed with the Program Manager's e-Tool Kit. I am amazed at all the wonderful information that was available to assist program offices in preparing for a milestone."

Mary Pearson
Management Analyst

DAU's AT&L Knowledge Management System helps develop qualified acquisition professionals through an online knowledge base. The Defense Acquisition Portal (DAP) provides the latest acquisition-related policies, procedures, directives, and instructions. The Acquisition Community Connection (ACC) connects acquisition professionals from all government, industry, and academia, in easy-to-navigate online Communities of Practice (CoPs) that enable them to share knowledge and effective acquisition practices. Other online assets include Ask a Professor, Program Manager Toolkit, Integrated Defense AT&L Life Cycle Management Chart, ACQuipedia, and the Service Acquisition Mall.

FY12 Knowledge Sharing Accomplishments

- Combined CoPs and Special Interest Areas (SIAs)

- Stood up four new CoPs: Business and Enterprise Systems (BES) Directorate Systems Engineering, Lead Materiel Integration Effort, Program Attorney's Course, and Risk Management Center of Excellence

- Developed and deployed Performance Learning Tools: Defense Manufacturing Management Guide, T&E Management Guide, and Systems Engineering Management Guide

- Developed new DAU Mobile Portal features

- Launched ACQuipedia 2.0

Knowledge Sharing

Risk Management Center of Excellence

DAU launched an online Risk Management Center of Excellence in FY12. The site contains links to other key sites in the risk management community and a glossary of risk-unique terms, recommendations on risk software, risk handling best practices and tools, and useful references for the risk manager. The site is on the ACC at https://acc.dau.mil/riskcoe.

ACQuipedia 2.0 New Capabilities

Since its launch March 2009, ACQuipedia has provided the Defense Acquisition Workforce with 24/7 access to an online resource of common defense acquisition terms and topics. The topic article format is standardized to include a definition, a brief narrative, and links to policy, guidance, tools, lessons learned, communities of practice, and training, as well as related ACQuipedia articles. Articles are available in a condensed format that allows users to easily access a quick overview of the topic or delve deeper by linking to available training, communities, and related resources.

ACQuipedia 2.0 unveiled new capabilities and features designed to simplify the creation, editing, management, and upkeep of articles. Some of the new features include:

- Simplified editing capability
- System and individual article metrics data
- Ability to suggest a new topic and content online, populate the article definition dynamically from the DAU Glossary, and certify and select last reviewed date
- Built-in workflow for article development, tracking, and management
- Automatic notification that article has met timeline for review
- Automatic e-mail notification of article status changes

In addition, users will be able to suggest content changes, rate articles as helpful, and comment on articles.

Automated Requirements Roadmap Tool v1.5

The newest version of the Automated Requirements Roadmap Tool (ARRT) v1.5 was posted on January 20 for download to users' desktops at sam.dau.mil/arrt. ARRT v1.5 builds upon its predecessor to include several user-requested enhancements:

- New fields for entering descriptions of high-level objectives
- Improved deliverables management across tasks
- A comments feature for easier user collaboration
- Easy import of project data from previous ARRT versions
- Multiple user interface improvements, ease of copying/reusing standards, and inspection information

Since it was first released in August 2011, the ARRT has been downloaded nearly 1,100 times from the Web site. In addition, 212 students in the Mission-Focused Services Acquisition course (ACQ 265) have received intensive training on using the tool to develop performance-based work statements. The ARRT is a Better Buying Power job aid designed to help users improve the tradecraft in service acquisitions by developing high-quality performance-based service requirements following a proven process.
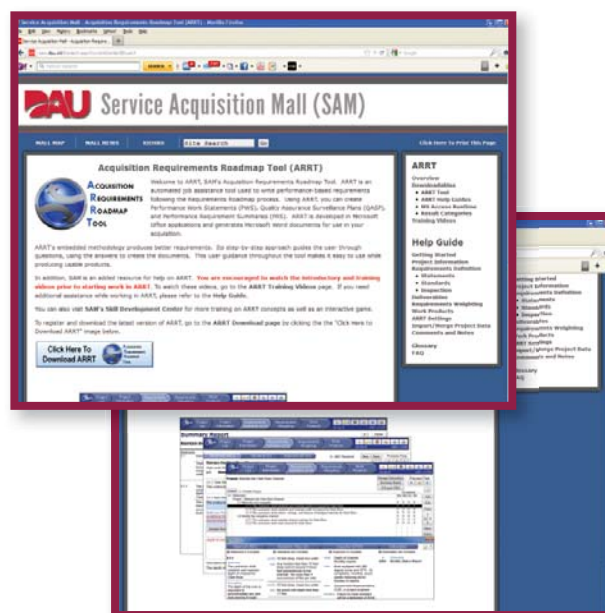
Expanded Mobile Portal Features

DAU Mobile Portal was launched in late 2011. It provides a central location for mobile users to access a variety of DAU content, such as news feeds from www.dau.mil, Defense Acquisition Portal, Leader and Policy Blogs, and Ask A Professor. Also available are links to mobile ready tools, social media, and contact and related information for DAU regional campuses. It also provided access to some experimental mobile learning content, and used a poll to ask the workforce for input as to what they wanted/needed to see added to the portal in the future. The results of this poll supported the requirements definition of the Phase II development effort that occurred during FY12. Phase II functionality includes:

- A fully functional and integrated iCatalog, course schedules, and certification guide

- Location information for campuses that can use native navigation tools on the device when needed

- Reorganization of content to better suit the user need

- DAU news ticker on the main page that replicates the main www.dau.mil site and gives users updates up front without clicking down at all

- Career information and links to positions available at DAU

- Updates the polling to provide new information

- Google Analytics tracking and metrics capability

This update is wrapped in a complete redesign and modernization of the interface itself to keep pace with user expectations in the market.

New Performance Learning Tools

During FY12, DAU launched new performance learning tools designed to help the Defense Acquisition Workforce perform more efficiently.

The Systems Engineering Guide supplements DAU's acquisition certification courses, providing the nonengineer with an overview of how a system is developed and providing engineers with a basic framework for planning and assessing system development.

The Defense Manufacturing Management Guide for Program Managers outlines techniques and procedures necessary to provide consistent support to the warfighter by ensuring improvements and functional capabilities are designed and executed on budget and on schedule.
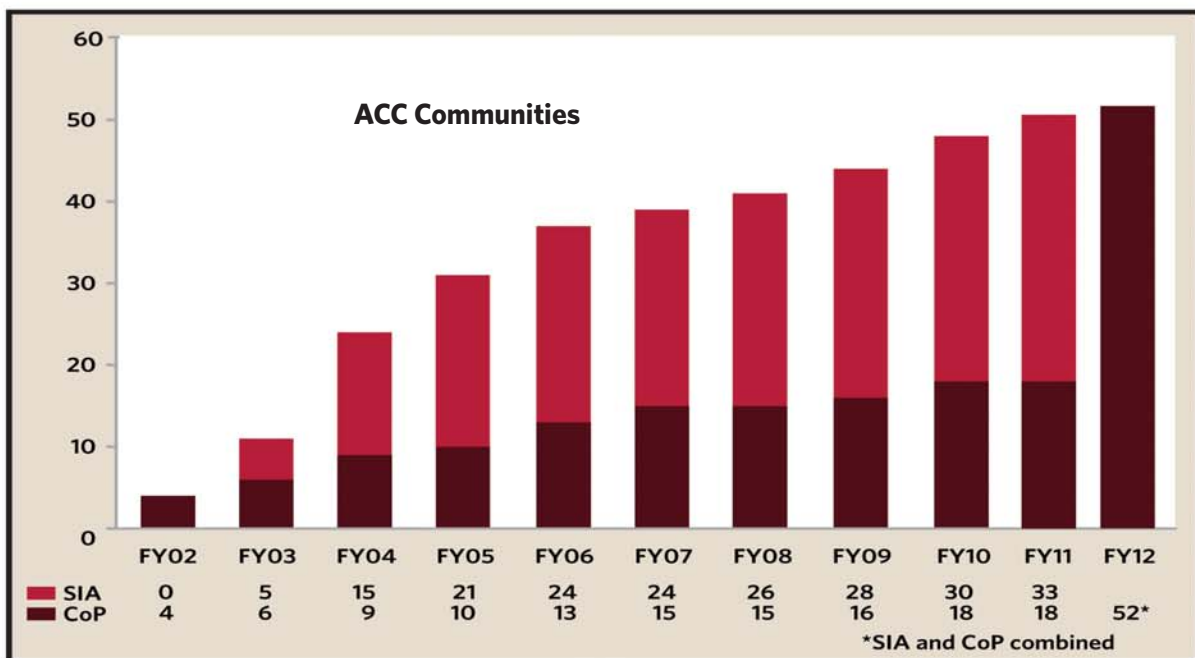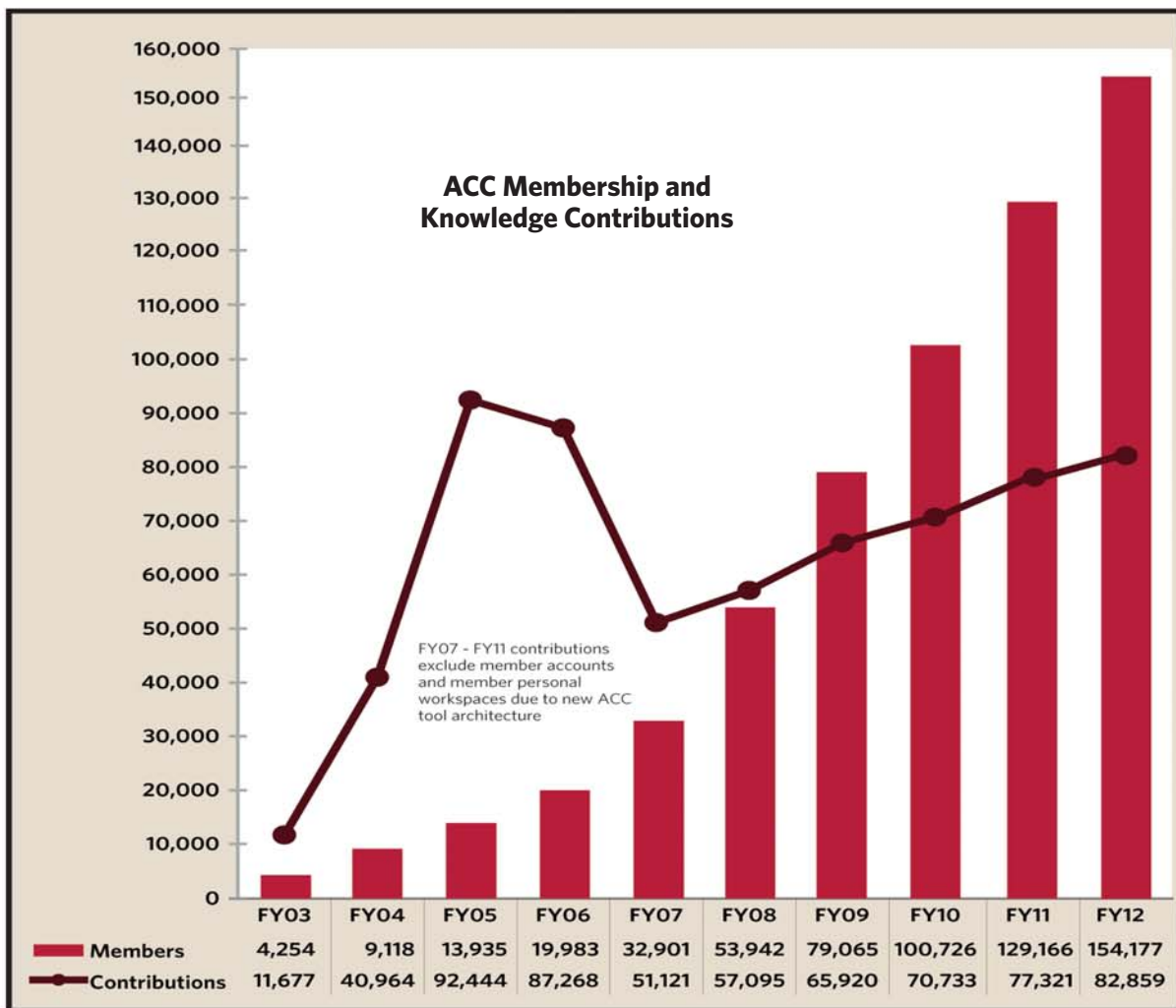
Test and Evaluation (T&E) materials were incorporated into DoD Acquisition Contracts (RFP Buddy), creating an updated guide designed to help DoD and industry T&E professionals identify items to consider for inclusion when drafting a Statement of Objectives (SOO), a Statement of Work (SOW), and a Request For Proposal (RFP), and during solicitation and contract execution.

Online Communities of Practice

A-76, Competitive Sourcing Process

Acquisition Center of Excellence (ACE) for Services

Acquisition Law

Alternative Dispute Resolution

Ammunition Forum

Better Buying Power/Better Buying Power Training Modules

Business

Business and Enterprise Systems (BES) Directorate Systems Engineering Process

Contingency Contracting

Contract Cost, Price, and Finance

Contracting

Contracting Officer's Representative (COR)

Cost Estimating

Critical Item Management

Data Management

Department of Homeland Security Acquisition Policy

DoD Packaging, Handling, Storage, and Transportation (PHS&T)

DoD Wireless

Earned Value Management

Emergency Acquisition

Environment, Safety, and Occupational Health (ESOH)

Facilities Engineering

Federally Funded Research and Development Centers and University Affiliated Research Centers

Financial Management

Government Property

Information Technology

Instructional Systems Design

International Acquisition Management

Item-Unique Identification

Joint Interoperability

Joint Rapid Acquisition

Lead Materiel Integration Effort

Life Cycle Logistics

Naval Open Architecture and DoD Open Systems Architecture

Production, Quality, and Manufacturing

Program Attorney's Course

Program Management

Reliability, Availability, and Maintainability

Requirements Management

Risk Management

Risk Management Center of Excellence

Science and Technology Management

Small Business

Smart Shutdown Performance Support

Software Acquisition Management

Space Acquisition

Spectrum and E3 Compliance

Strategic Sourcing

Systems Engineering

Termination

Test and Evaluation

Test Resources Management Center— Test and Evaluation/Science and Technology Program (TRMC-T&E/S&T)

New Communities of Practice in FY12 are in **bold text.**

ACC Membership and Knowledge Contributions

FY07 - FY11 contributions exclude member accounts and member personal workspaces due to new ACC tool architecture

	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Members	4,254	9,118	13,935	19,983	32,901	53,942	79,065	100,726	129,166	154,177
Contributions	11,677	40,964	92,444	87,268	51,121	57,095	65,920	70,733	77,321	82,859

ACC Communities

	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
SIA	0	5	15	21	24	24	26	28	30	33	52*
CoP	4	6	9	10	13	15	15	16	18	18	

*SIA and CoP combined

Applied Research

The fundamental purpose of the DAU research program is to improve acquisition processes and management by analyzing defense acquisition policy. The result of the applied research program impacts DoD acquisition policy, process, education, management, and functional areas.

DAU Research Symposium

The DAU Research Symposium on the "The Limits of Competition in Defense Acquisition" was held September 18-19, at Fort Belvoir, Virginia. The DAU symposium brought together a number of scholarly researchers from around the world—some from as far away as Australia, the United Kingdom, France, and Israel—to assess the ramifications and risks of competition in defense acquisition and to interact directly with policymakers and decisionmakers to provide insights that can inform policy making on the subject.

2012 Hirsch Research Paper Competition

The theme for the 2012 Hirsch Research Paper competition, sponsored by the DAU Alumni Association, was "Improving the Defense Acquisition Workforce in the Age of Austerity."

1st Place
Enhancing Cost Realism through Risk-Driven Contracting: Designing Incentive Fees Based on Probabilistic Cost Estimates
by: Maj. Sean P. Dorey, USAF
Risk-driven contract incentives based on probabilistic cost estimates are proposed to hold contractors and the government accountable for the realism of system development proposals.

2nd Place
Managing Lifecycle Information of Aircraft Components
by: Dr. Geraldo Ferrer (NPS)
This study analyzes the impact of the current paper-based life cycle management of serially controlled parts in the naval aviation community. It investigates item-unique identification and radio-frequency identification technologies as alternative ways of tracking these parts throughout their life cycles, in order to increase operational availability.

3rd Place
RAH-66 Comanche— The Self-Inflicted Termination: Exploring the Dynamics of Change in Weapons Procurement
by: Julien Demotes-Mainard
For 20 years, the RAH-66 had been presented as a top priority program. However, in 2004 the Army decided that this stealthy helicopter was no longer affordable. This study addresses the changes that led the Service to reverse its position.

Articles Published by DAU Faculty

Defense Acquisition Research Journal

"Diagnosing Key Drivers of Job Impact and Business Results Attributable To Training At The Defense Acquisition University" by Nick Bontis, Chris Hardy, and John R. Mattox

"Proposed Leadership Structure for Joint Acquisition Programs" by Howard Harris and Mark Lewis

"Experience Catalysts: How They Fill the Acquisition Experience Gap for the DoD" by Col. Robert L. Tremaine, USAF (Ret.)

"Inserting Agility in System Development" by Matthew R. Kennedy and Lt. Col. Dan Ward, USAF

Defense AT&L Magazine

"10 Things Great Program Managers Know About Product Support" by Bill Kobren

"Acquisition Program Management Challenges in Afghanistan Part 1: Requirements Generation" by Maj. Darren W. Rhyne, USAF

"Acquisition Program Management Challenges in Afghanistan Part 2: Afghan Vendor Base" by Maj. Darren W. Rhyne, USAF

"The EVM Hoax: A Program Leader's Bedtime Story" by Pat Barker and Roy Wood, Ph.D.

"Knowing and Loving Your KO: A Guide for Program Managers" by John Krieger

"Knowing and Loving Your KO: A Guide for Program Managers Part 2: Getting to Yes" by John Krieger

"Building the Program Office Team" by Owen Gadeken, Ph.D.

"Professionally Developing World-Class Product Support Managers" by Bill Kobren and Doug Killey

"Designing for Supportability: Driving Reliability, Availability, and Maintainability In While Driving Costs Out" by Patrick M. Dallosta and Thomas A. Simcik

"OK, We Bought This Thing, but Can We Afford to Operate and Sustain It?" By Mike Taylor and Joseph "Colt" Murphy

"The Product Support Triad: A Critical Convergence" by Terry Johnson and Dave Floyd

"The Acquisition Strategy: A Roadmap to Program Management Success" by John Mueller

"The AoA: An Early Filter to Create an Affordable Program" by Mark Husband and Keith Kaspersen

"Opportunity Management Return on Investment—Realized" by Col. R.D. Pridgen, USMC, Paul Mallon, Duane Mallicoat, and Jackie Triplett

"DAU Mission Assistance: A Less-Familiar Tool In the Acquisition Tool Kit" by John Higbee, Duane Mallicoat, Rob Tremaine, and Tom VandenBerg

"Cybersecurity: Program Managers Have Questions. Got Answers?" by Brian Brodfuehrer

"Stopping the Pendulum Where Leadership and Decision Making Meet Policy and Process" by Matt Ambrose

"Managing O&S Costs: A Framework to Consider" by Rear Adm. (Select) CJ Jaynes, Tim Simpson, Duane Mallicoat, James Francisco, Worth Mizell, and Daniel Cikovic

"Lean Implementation: A Three-Pronged Attack" by David M. Riel

"An Immodest Proposal: Making a Profit on Defense Programs" by John Krieger

"How to Form an IPT" by David Hofstadter

Other Research

"A Closed-Form Solution for the Production-Break Retrograde Method" by Larrie Ferreiro, Ph.D., and Brian Gillespie

"International Naval Technology Transfer—Lessons Learned from the Spanish and Chilean Shipbuilding Experience" by Larrie Ferreiro, Ph.D.

"Schedule-Driven Costs in Major Defense Programs" by Roy Wood, Ph.D.

Partnerships

"This partnership expands the number of schools that provide outstanding learning opportunities for the workforce. It enables workforce members to achieve their educational goals. This is an example of how two great institutions, working together, create a whole stronger than the sum of the parts."

Dr. Bruce Winston
Dean, Regent University

The Strategic Partnership Program has supported the development of qualified acquisition professionals since its inception. Partnerships with academic institutions, industry, professional organizations, and government agencies nationwide leverage training and research resources within other organizations, and provide outside expertise for curriculum development and evaluation. Many partnerships with academic institutions allow DAU coursework to be credited toward degrees and certificates, enabling a workforce member to complete degree and certificate requirements in less time. With each partnership, the objective is the same—to enhance learning experiences for the Defense Acquisition Workforce.

FY12 Strategic Partnership Accomplishments

- Signed partnership with MITRE

- Updated partnerships with

  - American Graduate University, Covina, California

  - Boston University, Boston, Massachusetts

  - Logistics Support Activity (LOGSA), Huntsville, Alabama

  - Massachusetts Institute of Technology Lean Advancement Initiative Education Network, Cambridge, Massachusetts

  - National Contract Management Association (NCMA), McLean, Virginia

Partnerships

Strategic Partnerships

DAU-ESI Partnership Benefits Defense Acquisition Workforce

DAU, ESI International, and the George Washington University have partnered since 2001 to offer training for Defense Acquisition Workforce members. Through this dynamic partnership with DAU, students who have earned a Level I, II, or III Certification in one of DAU's 15 career fields may apply DAU courses they have taken toward master's certificates backed by George Washington University. The four joint master's certificates offered through this strategic partnership include:

- Project Management
- Information Technology Project Management
- Sourcing Management
- Government Contracting

Since the inception of this partnership, more than 500 workforce members have earned joint master's certificates, saving the government thousands of dollars in tuition reimbursement as well as countless hours of workforce member's time.

DAU and MITRE Sign Strategic Partnership

DAU and the MITRE Corp. entered into a strategic partnership on March 16. Dr. James McMichael, DAU Vice President, signed the agreement. The partnership will provide access to materials, tools and best practices that will help DAU deliver high-quality courses to the DoD Acquisition Workforce. Specific areas to be explored are program management, systems engineering, acquisition, research, and training.

DAU and LOGSA Update Partnership Agreement

On March 12, DAU and the U.S. Army Materiel Command Logistics Support Activity (LOGSA) signed an updated partnership agreement designed to facilitate collaboration on future Department of Defense programs and initiatives. The agreement enhances support of the acquisition community by promoting the use and ongoing evolution of Life Cycle Decision Support Tools; expanding access to DAU and LOGSA logistics and systems engineering subject matter experts; and providing both organizations with information and feedback in the areas of acquisition policy, tools, standards, and program management. This continued partnership will benefit both the life cycle logistics and systems engineering communities not only within the Army, but across the entire defense acquisition workforce.

International Engagements

DAU Hosts India-U.S. Joint Technical Group Meeting

DAU hosted a delegation from India April 10-12. The India Minister of Defense, the Honorable A.K. Antony, tasked the delegation to explore establishing a defense acquisition institute in India. The delegation received a DAU command brief and briefings on enabling technologies for adult learning, faculty professional development, human capital, curriculum development, requirements management, and test and evaluation. The group observed three different resident classes and visited the Technology and Learning Laboratory. Then DAU President Katrina McFarland and Vice President James McMichael met the delegation prior to their departure and received the delegation's appreciation for the in-depth exposure to the DAU-training model that influenced the report to Minister Antony.

DAU Hosts Japan Ministry of Defense Director General for Acquisition Reform

DAU hosted a delegation from Japan on April 26. The visit focused on observing the U.S. acquisition system and discussing DAU training concepts/process, and the workforce certification process. The group's leader, Mr. Akira Matsutani, expressed deep interest in the subject areas and engaged in energetic discussions to baseline his visits to other Department of Defense agencies. He and his delegation also visited the Office of Assistant Secretary of Defense for Research and Engineering, Defense Logistics Agency, Defense Contract Management Agency, Defense Procurement and Acquisition Policy, the Deputy Assistant Secretary of Defense Materiel Readiness, Office of Acquisition Resources and Analysis, and the National Defense Industrial Association.

DAU Attends International Defense Educational and Acquisition Arrangement Seminar

The 23rd International Defense Educational and Acquisition Arrangement (IDEAA) Seminar was held at the Institut Des Hautes Études De Défense Nationale (IHEDN) campus in Paris May 21-23. The seminar theme for this year was "Acquisition Affordability—How to Achieve it, How to Train it." The U.S. delegation was led by Katrina McFarland, then DAU President and performing the duties of the Assistant Secretary of Defense for Acquisition. The overall seminar objective was to improve the economy, efficiency, and effectiveness of international training and education for acquisition/procurement management by active cooperation among national defense educational institutions with similar goals. The seminar used a theme-based format including seminar panels, an industry day, opportunities for individual participation, and provided positive information exchange and feedback.

Partners

Colleges and Universities

Alabama A&M University, Huntsville, AL

Alliant International University, San Diego, CA

American Graduate University, Covina, CA**

Athens State University, Athens, AL

Averett University, Danville, VA

Baker College, Flint, MI

Bellevue University, Bellevue, NE

Bethune-Cookman College, Daytona Beach, FL

Bisk Education, Tampa, FL

Boston University, Boston, MA**

Capella University, Minneapolis, MN

Catholic University of America, Washington, DC

Central Michigan University, Mount Pleasant, MI

Central State University, Wilberforce, OH

Clark State Community College, Springfield, OH

Cleary University, Howell, MI

Columbia Southern University, Orange Beach, AL

Davenport University, Grand Rapids, MI

DeVry University, McLean, VA

Duke University, Durham, NC

Eastern Iowa Community College District, Davenport, IA

Eastern Michigan University, Ypsilanti, MI

Embry-Riddle Aeronautical University, Daytona Beach, FL

Empire State College, Saratoga Springs, NY

Excelsior College, Albany, NY

Florida Atlantic University, Boca Raton, FL

Florida State College at Jacksonville, Jacksonville, FL

Florida Institute of Technology, Melbourne, FL

George Mason University, Fairfax, VA

Georgetown University, Washington, DC

George Washington University, Washington, DC

Georgia Institute of Technology, Atlanta, GA

Grambling State University, Grambling, LA

Grantham University, Kansas City, MO

Hampton University, Hampton, VA

Historically Black Colleges and Universities/Minority Institutions Research Alliance, Daytona Beach, FL

Howard University, Washington, DC

Indiana Wesleyan University, Marion, IN

J.F. Drake State Technical College, Huntsville, AL

Jacksonville State University, Jacksonville, AL

Kaplan University, New York, NY

Kellogg Community College, Battle Creek, MI

Kentucky State University, Frankfort, KY

Lawrence Technological University, Southfield, MI

Macomb Community College, Warren, MI

Macon State College, Macon, GA

Macon State College, Macon, GA; Robins Air Force Base, GA; and Aerospace Industry Committee (AIC), Warner Robins, GA

Massachusetts Institute of Technology, Cambridge, MA**

Missouri University of Science and Technology, Rolla, MO

Mott Community College, Flint, MI

National-Louis University, McLean, VA

Northern Virginia Community College, Alexandria, VA

Oakwood College, Huntsville, AL

Oakland University, Rochester, MI

Old Dominion University, Norfolk, VA

Park University, Parkville, MO

Pennsylvania State University, University Park, PA

Regent University, Virginia Beach, VA

Sinclair Community College, Dayton, OH

Southern Methodist University, Dallas, TX

St. Ambrose University, Davenport, IA

Stanford University, Stanford, CA

Stevens-Henager College, Ogden, UT

Stevens Institute of Technology, Hoboken, NJ

Strayer University, Woodbridge, VA

Thunderbird School of Global Management, Glendale, AZ

Trident University, Cypress, CA

Tulane University, New Orleans, LA

Tuskegee University, Tuskegee, AL

U.S. Air Force Academy, Colorado Springs, CO

University of Alabama–Huntsville, Huntsville, AL

University of Alaska–Anchorage, Anchorage, AK

University of California–Irvine, Irvine, CA

University of California–Los Angeles, Los Angeles, CA

University of Dayton, Dayton, OH

University of Kentucky, Lexington, KY

University of Management and Technology, Arlington, VA

University of Mary Washington, Fredericksburg, VA

University of Maryland University College, Adelphi, MD

University of Michigan-Dearborn, Dearborn, MI

University of New Mexico, Albuquerque, NM

University of Notre Dame, Notre Dame, IN

University of Phoenix, Phoenix, AZ

University of Tennessee–Knoxville, Knoxville, TN

University of San Francisco, San Francisco, CA

University of Virginia–Northern Virginia Center, Falls Church, VA

University of West Florida, Pensacola, FL

Villanova University, Villanova, PA

Webster University, St. Louis, MO

Western Illinois University, Macomb, IL

Wilberforce University, Wilberforce, OH

Wisconsin-Academic Advanced Distributed Learning (ADL) Co-Laboratory, Madison, WI

Wright State University, Dayton, OH

Government

Academic Advanced Distributed Learning (ADL) Co-Lab, Alexandria, VA

Air Force Center for Systems Engineering, Wright-Patterson AFB, OH

Air Force Institute of Technology, School of Systems and Logistics (AFIT/LS), Wright-Patterson AFB, OH

Air Force Space and Missile Systems Center, Los Angeles, CA

Anniston Army Depot, Anniston, AL

Army and Air Force Exchange Service, Dallas, TX

Army Logistics University, Fort Lee, VA

Assistant Deputy Under Secretary of Defense for Supply Chain Integration, Washington, DC

Aviation and Missile Command (AMCOM), Huntsville, AL

Committee for Purchase from People Who Are Blind or Severely Disabled/AbilityOne Program, Arlington, VA

Defense Contract Management Agency—Dallas, Dallas, TX

Defense Contract Management Agency—Detroit, Detroit, MI

Defense Information Systems Agency (DISA), Arlington, VA

Defense Institute of Security Assistance Management, Wright-Patterson AFB, OH

Defense Logistics Agency, Fort Belvoir, VA

Department of Homeland Security, Washington, DC

Department of Veterans Affairs Acquisition Academy, Frederick, MD

Federal Acquisition Institute, Fort Belvoir, VA

Federal Prison Industries, Inc./UNICOR Program, Washington, DC

General Services Administration (GSA) Federal Acquisition Service (FAS), Arlington, VA

Ground-Based Midcourse Defense, Huntsville, AL

Industrial College of the Armed Forces, Washington, DC

Joint ADL Co-Lab, Orlando, FL

Joint Depot Maintenance Activities Group (JDMAG), Wright-Patterson AFB, OH

Logistics Support Activity (LOGSA), Huntsville, AL**

National Geospatial-Intelligence Agency, Springfield, VA

National Reconnaissance Office, Chantilly, VA

National Security Agency (NSA), Fort Meade, MD

National Security Space Institute, Colorado Springs, CO

National Technical Information Service, Springfield, VA

Program Executive Office, Aviation, Huntsville, AL

Program Executive Office, Missiles and Space, Huntsville, AL

Small Business Administration, Washington, DC

Software Engineering Institute, Colorado Springs, CO

Space and Missile Defense Command, Huntsville, AL

Standard Procurement System (SPS), Fairfax, VA

U.S. Army Defense Ammunition Center, McAlester, OK

U.S. Army Space and Missile Defense Command, Huntsville, AL

U.S. Army TACOM Life Cycle Management Command, Warren, MI

U.S. Army Tank Automotive Research, Development and Engineering Center, Warren, MI

U.S. Coast Guard, Washington, DC

U.S. Department of Energy Environmental Management, Washington, DC

The Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy, Annapolis, MD

Warner Robins Air Logistics Center, Robins AFB, GA

Industry

Acquisition Solutions, Inc., Arlington, VA

Aerospace Industry Committee, Warner Robins Area Chamber of Commerce, Warner Robins, GA

American Systems Corp., Chantilly, VA

BAE Systems, Bethesda, MD

Becker Professional Education, Oakbrook Terrace, IL

Boeing Co., Hazelwood, MO

Cisco Learning Institute, Phoenix, AZ

Dekker Ltd., Reston, VA

ESI International, Inc., Arlington, VA

Frontier Technology, Inc., Beavercreek, OH

IBM, Bethesda, MD

Institute for Defense and Business, Chapel Hill, NC

IP Solutions, LLC, San Mateo, CA

Jacobs Technology, Inc., Dumfries, VA

Josephson Institute of Ethics, Los Angeles, CA

Lockheed Martin Corp., Bethesda, MD

ManTech University, ManTech International Corp., Fairfax, VA

Northrop Grumman Corp., Irving, TX

Rational Brand Services, Division of IBM, McLean, VA

Raytheon Co., Lexington, MA

Rockwell Collins, Cedar Rapids, IA

Systems and Software Consortium, Inc., Herndon, VA

The MITRE Corporation, (Federally Funded Research and Development Center), McLean, VA

International

Defence Materiel Organisation, Australia

International Centre for Complex Program Management, Australia

International Defense Educational and Acquisition Arrangement—Britain, Germany, France, Spain, Sweden, and Australia

Professional Organizations

American Society of Military Comptrollers, Alexandria, VA

Association for the Advancement of Cost Engineering (AACE) International, Morgantown, WV

BMP Center of Excellence, College Park, MD

Contract Services Association, Arlington, VA

Information Technology Acquisition Advisory Council, Alexandria, VA

International Council on Systems Engineering (INCOSE), Seattle, WA

The International Society of Logistics (SOLE), Hyattsville, MD

International Test and Evaluation Association, Fairfax, VA

National Contract Management Association (NCMA), McLean, VA**

Professional Services Council, Arlington, VA

Project Management Institute, Newtown Square, PA

SAE International, Troy, MI

New partnerships signed in FY12 are in **bold text**

** Updated partnerships in FY12

Resources

"The instructors do an amazing job teeing up principles that have a lot of real world application."

Lt Col Matt Beckman
Army Reserve Officer, Principal Systems Engineer

216.7M budget

12.5M hours delivered
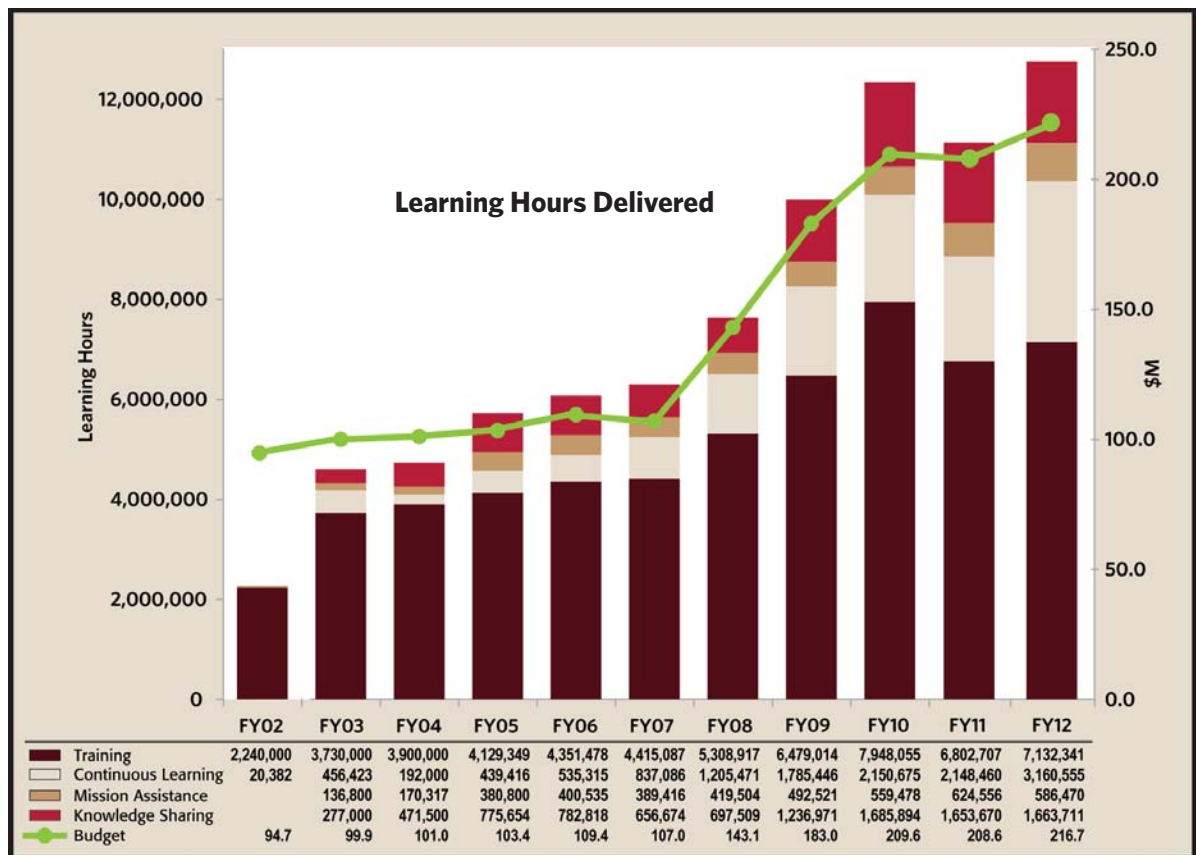
$17.27 per hour

717 faculty and staff

The increasing numbers of defense acquisition professionals have increased the demand for acquisition training. DAU has responded to this increased need for a qualified acquisition workforce by carefully managing current resources in order to substantially increase the learning hours provided without significantly increasing the budget. Resources received since FY08 through Section 852 (Defense Acquisition Workforce Development Fund) of the National Defense Authorization Act for Fiscal Year 2008 enabled DAU to expand its infrastructure and increase the faculty to accommodate demand while improving certification rates for the acquisition workforce.

FY12 Resources Accomplishments

- Established the College of Contract Management
- Opened satellite campus at Hill Air Force Base, Utah
- Opened permanent facility at Aberdeen Proving Ground, Maryland
- Successfully coordinated Continuity of Operations Plan during natural and man-made disasters
- DAU President, Katrina McFarland, named Assistant Secretary of Defense for Acquisition

Resources

Learning Hours Delivered

	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Training	2,240,000	3,730,000	3,900,000	4,129,349	4,351,478	4,415,087	5,308,917	6,479,014	7,948,055	6,802,707	7,132,341
Continuous Learning	20,382	456,423	192,000	439,416	535,315	837,086	1,205,471	1,785,446	2,150,675	2,148,460	3,160,555
Mission Assistance		136,800	170,317	380,800	400,535	389,416	419,504	492,521	559,478	624,556	586,470
Knowledge Sharing		277,000	471,500	775,654	782,818	656,674	697,509	1,236,971	1,685,894	1,653,670	1,663,711
Budget	94.7	99.9	101.0	103.4	109.4	107.0	143.1	183.0	209.6	208.6	216.7

Learning Hours Delivered

Each year DAU has increased student throughput, until FY11. On July 12, 2011, a cyber attack affected the learning management system. DAU had to temporarily suspend online training course operations for almost 2 months, and was not fully operational until the end of first-quarter FY12. Despite this, FY12 learning hours delivered exceeded the learning hours delivered in FY10 prior to the cyber attack. With cost savings initiatives taken in FY11 and FY12, the cost per learning hour delivered is back to the precyber-attack level of $17 per hour.

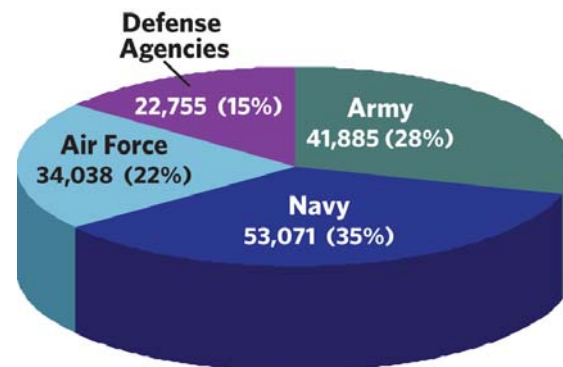Cost Per Learning Hour Delivered
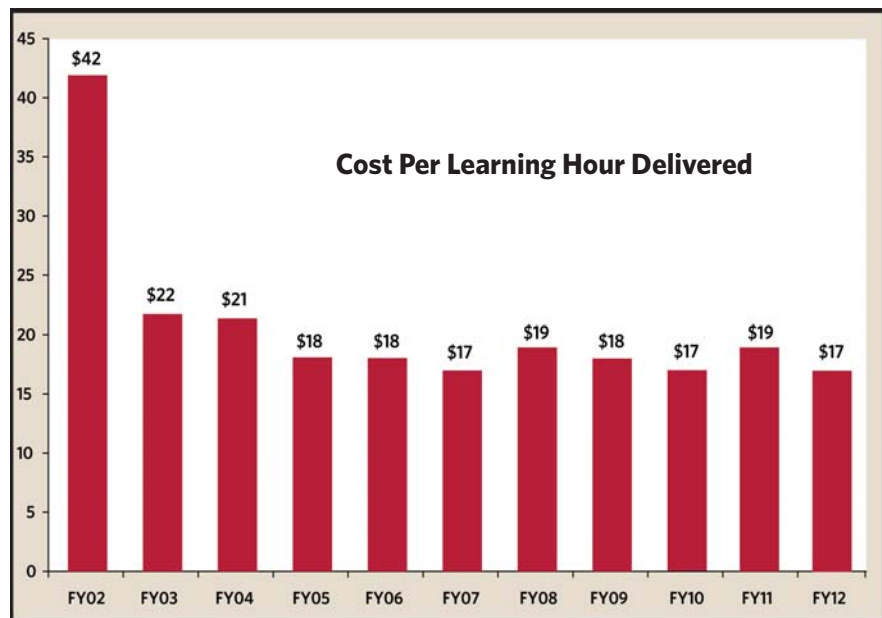
DAU Faculty

DAU faculty members possess expertise across every career field. Recruited from the military, other government agencies, and industry, DAU's faculty members leverage their extensive backgrounds to develop and deliver meaningful learning assets that develop qualified acquisition professionals.
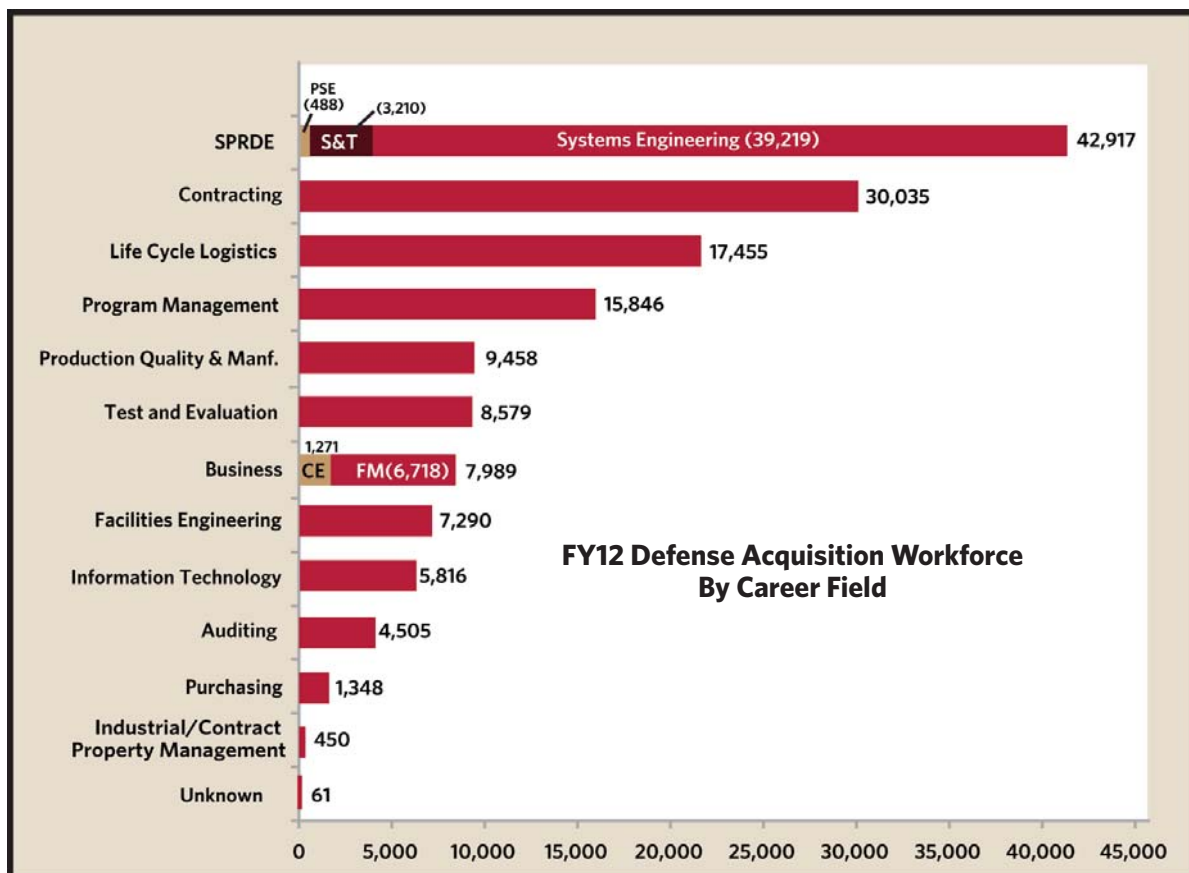
The faculty's areas of expertise are:

- Acquisition and Program Management—37 percent
- Contracting—27 percent
- Technical Management—12 percent
- Logistics—9 percent
- Business—9 percent
- Other—6 percent

Defense Acquisition Workforce

In FY12, the Defense Acquisition Workforce was 151,749 strong. Consisting of military and civilian personnel from the Army, Navy, Air Force, and defense agencies, and spanning 15 career fields, this workforce ensures that America's warfighters have the systems, services, and supplies they need wherever they are and whenever they need them.

Defense Agencies 22,755 (15%)
Air Force 34,038 (22%)
Army 41,885 (28%)
Navy 53,071 (35%)

FY12 Defense Acquisition Workforce By Component

Career Field	Value
SPRDE	PSE (488), S&T (3,210), Systems Engineering (39,219) — 42,917
Contracting	30,035
Life Cycle Logistics	17,455
Program Management	15,846
Production Quality & Manf.	9,458
Test and Evaluation	8,579
Business	CE 1,271, FM (6,718) — 7,989
Facilities Engineering	7,290
Information Technology	5,816
Auditing	4,505
Purchasing	1,348
Industrial/Contract Property Management	450
Unknown	61

FY12 Defense Acquisition Workforce By Career Field

Resources

DAU and DCMA Establish College of Contract Management

Katrina McFarland, then President of DAU, and Charlie Williams, Director of the Defense Contract Management Agency (DCMA), signed a Memorandum of Agreement creating the College of Contract Management (CCM) on October 28, 2011. This agreement is to develop an accredited contract management curriculum to enhance the knowledge and skills of the DCMA workforce, eventually using these quality learning assets for the benefit of the entire Defense Acquisition Workforce. Ultimately, this partnership will allow DAU and DCMA to provide the needed training to deliver quality products and services to the warfighter—within cost and time specifications. The training portfolio extends across all contract management career fields, including quality assurance, contracting, systems engineering, production and manufacturing, program management, and specialized areas such as Naval Special Emphasis and Contingent Contracting. This joint effort leverages current DAU and DCMA learning assets to support development of training by functional discipline. The curriculum development strategy focuses first on the highest concentration of functional disciplines: contracting, quality assurance, and production and manufacturing.

On March 8, DAU selected Dr. Kurt Stonerock as the Dean of the College of Contract Management. Dr. Stonerock is Level III-certified in both Contracting and Program Management and has more than 30 years' experience supporting the Air Force, DCMA, and the Defense Logistics Agency as a leader, faculty member, and contract management practitioner. As dean, he will direct the development of curriculum, acquisition of facilities, and hiring of staff and faculty.

Senate Confirms DAU President as Assistant Secretary of Defense for Acquisition

In May, the U.S. Senate confirmed Mrs. Katrina McFarland as Assistant Secretary of Defense for Acquisition (ASD[A]). This is not only a great honor for her, but it also reflects well on DAU. Mrs. McFarland as the ASD(A), will continue to have a positive impact on the acquisition training DAU provides to the workforce.

Grand Opening at Aberdeen

DAU marked the grand opening of a permanent facility at Aberdeen Proving Ground, Maryland, with a ribbon-cutting ceremony on November 30, 2011. This office is centrally located on post, within a short 10-minute commute for the majority of the thousands of acquisition workforce members at the nearly 100-year-old Army installation. The event was attended by multiple members of the Senior Executive Service, numerous individuals from the APG Acquisition Workforce and community, DAU faculty and staff, as well as current fellows and alumni from the SSCF program. The grand opening of the APG facility represents the culmination of more than 3 years of planning and coordination, and the efforts of multiple individuals. Further, it symbolizes, in a very tangible way, DAU's commitment to provide a superb learning environment for members of the acquisition workforce.

DAU Stands Up Satellite Campus at Hill Air Force Base, Utah

West Region leadership and key Hill Air Force Base leadership personnel participated in a ribbon-cutting ceremony for DAU's newest satellite campus February, 23 at Hill AFB, Utah. Many distinguished visitors helped celebrate DAU's grand opening. Both Maj. Gen. Andrew E. Busch, commander of the Ogden Air Logistics Center in Utah, and West Region Dean Andy Zaleski spoke of the importance of DAU's presence to the future contributions of Hill AFB's mission. Dr. Brian Anderson was selected as DAU's site director and will manage DAU's on-base training location as well as teach many of the resident courses. With four dedicated classrooms, DAU now can more cost-effectively serve the growing needs of defense acquisition personnel operating in the Rocky Mountain states. DAU also is better positioned to respond to mission assistance requests that surface at Hill AFB from the 309th Maintenance Wing, Aerospace Sustainment Directorate, and other key acquisition and sustainment-support organizations.

Organization

Defense Acquisition University

The Honorable Frank Kendall
Under Secretary of Defense for Acquisition, Technology & Logistics

The Honorable Katrina McFarland
Assistant Secretary of Defense for Acquisition

Office of the President

Lenn Vincent
Industry Chair

James McMichael
Acting President

Mark Whiteside
Director
Performance & Resource Management

Rich Hoeferkamp
Pentagon Liaison

James McMichael
Vice President

John Higbee
Director
Mission Assistance

Tim Hamm
Chief Information Officer

Joseph Johnson
Chief of Staff
and
Acting Director
Planning, Policy &
Leadership Support

Meg Hogan-Roy
Director
Human Resources

Learning Asset Development

Chris Hardy
Director
Global Learning
& Technology
Center (GLTC)

Tim Shannon
Director
Learning Capabilities
Integration Center
(LCIC)

Craig Lush
Director
Acker Library
& Knowledge
Repository

Leo Filipowicz
Director
Operations
Support Group

Learning Asset Delivery

Andrew Zaleski
Dean
West Region

Travis Stewart
Dean
Midwest Region

James McCullough
Dean
South Region

Barbara Smith
Dean
Mid-Atlantic Region

Robert Daugherty
Dean
Capital & NE Region

Roy Wood
Dean
DSMC

Kurt Stonerock
Dean
CCM

Board of Visitors

The Board of Visitors (BoV) consists of members selected for their preeminence in academia, business, and industry to advise the USD(AT&L) and the president of DAU.

GEN William Tuttle, Jr.
USA (Ret.)
Chairperson

Mr. Norman Kamikow
President and Editor-in-Chief
MediaTec Publishing, Inc.

Ms. Karen Barley
President
Corporate University Enterprise, Inc.

Maj. Gen. Erv Lessel
USAF (Ret.)
Director
Deloitte Consulting

Brig. Gen. Michael Brogan
USMC (Ret.)
Senior Vice President
ManTech International Corp.

VADM Walter Massenburg
USN (Ret.)
Senior Director, Mission Assurance
 Business Execution
Raytheon Integrated Defense Systems

Ms. Susan Coté
Vice President, Corporate Contracts,
 Pricing, and Supply Chain
Northrop Grumman Corp.

Christopher Raymond
Vice President, Business Development
 and Strategy
The Boeing Co.

Mr. Curtis Gray
Senior Vice President, Human
 Resources
BAE Systems

RADM Lenn Vincent
USN (Ret.)
Industry Advisor
National Defense Industrial Association

Mr. Michael Joyce
Senior Vice President, Operations and
 Program Management
Lockheed Martin Corp.

Gen. Ronald Yates
USAF (Ret.)
Consultant

Capital and Northeast Region
Fort Belvoir, Virginia

Bob Daugherty
Dean

Judy Fleming
Associate Dean (AA)

Karon Curry
Associate Dean (O/MA)

Michael Skaines
Director of Operations

Aberdeen Proving
  Grounds (APG)
DISA
DLA
DTRA
Federal Government
  agencies
Fort Belvoir
Hanscom AFB
MARCORSYSCOM
MCB Quantico
National Capital Area
NAVSEA
NGA
NSA
Pentagon
TRICARE

The Capital and Northeast (CNE) Region concluded another remarkable year of responsive support to the Defense Acquisition Workforce community and federal government customer base both inside the classroom and at the point of need. The dedicated professionals at CNE continued to achieve unprecedented levels of support in classroom execution, online delivery, and customer outreach. Regional faculty taught 685 distinct classes, with more than 62,000 graduates. FY12 also saw the culmination of a study to reduce paper-based course materials; major curriculum development efforts; the continued growth of an Executive Coaching capability for senior service and defense leaders; the implementation of a Distinguished Teacher program recognizing excellence in the classroom; and the expansion of targeted assistance to our major defense acquisition programs with the critical issues that affect their performance. One such assist was the outreach for the Better Buying Power initiatives, sponsored by the Under Secretary of Defense for Acquisition, Technology and Logistics

(USD[AT&L]). CNE played a critical role as we informed and assisted the workforce in inculcating these initiatives into their business practices. Additionally, the region was instrumental in assisting the Army's PARCA (Performance Assessments and Root Cause Analyses) organization with an analysis of the Army obligation and expenditure rates. The insights provided through the study will enable better financial performance and stability for the service going forward. We continued to expand critically needed efforts like contracting officer's representative training, services acquisition, consulting, and technological innovation. Additionally, we piloted a Workforce Qualification initiative with one of our major customers, MARCORSYSCOM, evaluating the proficiency of their contracting workforce as part of the USD(AT&L) sponsored development of a capability to serve the entire acquisition workforce. Our exceptional customer satisfaction, attributable to our outstanding faculty and staff, is indicative of the continued efforts of the CNE team to provide the acquisition community with the knowledge and skills to improve the success of acquisition programs.

—Bob Daugherty

Mid-Atlantic Region
California, Maryland

Barb Smith
Dean

Scott Ilg
Associate Dean (AA)

Duane Mallicoat
Associate Dean (O/MA)

NAVAIR	Navy Shipyard Norfolk
NAVAIR/FRC Cherry Point	DLA
PEO (A), PEO (U&W), PEO (T)	DCMA
SPAWAR	NATO
Langley AFB	USAREUR
TRADOC	USAFE
TAPO	NSWC Dahlgren
Joint Services	
Military Sealift Command	

DAU Mid-Atlantic Region maintained its presence, capability, and effectiveness among its regional customer base. Defense Acquisition Workforce support to our primary customer base at the Naval Air Systems Command (NAVAIR) and associated Aviation Program Executive Offices continued to rise. Meanwhile customer support expanded at the regional satellite sites, Chester and Norfolk, Virginia, and Kaiserslautern, Germany. Mid-Atlantic regional support impacted major defense acquisition programs in various ways: Acquisition Program Transition Workshops, Executive Leadership Team Training, program specific consulting, and team effectiveness/organizational focused support. The Mid-Atlantic Region continued to expand its impact overseas with NATO and other U.S. Commands.

Mid-Atlantic Region's partnership with the NAVAIR/Marine Aviation Acquisition Community continued to mature primarily through two initiatives: Navy-Marine Corps Acquisition Professional 0-6 Selectee Seminar and the Marine Aviation Detachment University initiative, which provides introductory acquisition and NAVAIR organizational familiarization to all newly reporting Marines.

The NAVAIR and Space and Naval Warfare Systems Command (SPAWAR) program management teams' partnership with Mid-Atlantic Region continues to evolve: Statement of Work Workshops, Contractor Officer's Representative Courses, Leading Project Teams, and Team Effectiveness-centric seminars.

The region also partnered with the NAVAIR Competency Leadership supporting the Business, Cost Estimating and Financial University, Test and Evaluation University, the Logistics University, logistics test and evaluation courses, and Program Management College development. This support includes the planning and hosting of regularly scheduled Hot Topic Forums of interest to the Defense Acquisition Workforce: PPBE, Navy Small Business, and multiple events for NAVAIR 6.0/FRC Sustainment Days.

Mid-Atlantic's vision includes maintaining strong ties with the local community, local industry, and sponsorship of charitable activities. The Mid-Atlantic Chapter of the DAU Alumni Association has provided more than $42,000 to the local community charities and programs over the last 4 years. In addition, our DAU Alumni Association members have an active wounded warrior program and strongly support community high schools in the development of future leaders.

The Mid-Atlantic Region continues to act as an enabler for the customers so they may effectively and efficiently meet the challenges of today's and tomorrow's acquisition environment. Our core principles of continuous process improvement, implementation of best practices, and analysis of lessons-learned form the bedrock by which we continue to produce successful acquisition outcomes for our stakeholders.

—Barb Smith

South Region
Huntsville, Alabama

Jim McCullough
Dean

Marshall Eubanks
Associate Dean (AA)

Richard Gallman
Associate Dean (O/MA)

Gary Byrum
Director of Operations

AMC Headquarters
AMC Contracting Cmd
AMCOM GMD
Eglin AFB
MacDill AFB
 - USSOCOM
SMDC
Robins AFB
Tinker AFB
PEO STRI, Orlando

FY12 was a year of significant achievement for the South Region of DAU. Our faculty and staff continued their commitment to provide premier training and responsive, practical support to the Defense Acquisition Workforce as evidenced by our sustained delivery of classes at all-time highs achieved in 2012, expanded mission assistance efforts, and enhanced leadership development opportunities—all with exceptional levels of customer satisfaction. Our DAU 21st century facility in Huntsville continued to provide an exceptional learning environment, employing modern telecommunications and classroom capabilities. As a Huntsville area asset, we delivered a record number of DAWIA classes and also provided our facility to our customers and stakeholders for more than 55 events for their strategic planning and off-site activities. We had a new record of more than 130 mission assistance engagements, including direct major defense acquisition program engagements with the Army Integrated Air and Missile Defense,

Apache Block III; Unmanned Aerial Systems; Lower Tier (Patriot, MEADS); C-5, C-17, and Small Diameter Bomb II programs for the Air Force. We also supported the warfighter, both predeployment and in theater; graduated the first class of a Specialty Engineering program with the Army certified by the American Council of Education; continued the Army Senior Service College Fellowship, which has 116 graduates to date and received recognition by the Army War College as equivalent to its program; and supported specialty developments for Certification to Qualification pilots, Benefit Cost Analysis, Understanding Industry, and Smart Program Shutdown courses. We went beyond the mission and provided our outreach support for programs like Better Buying Power initiatives, the Army's PARCA study, as well as community efforts such as Wounded Warriors and Training Days initiative for the Huntsville community. These efforts embody the motto, "DAU is part of the community, not just a place to take classes."

—Jim McCullough

Midwest Region
Kettering, Ohio

Travis Stewart
Dean

Carl Hayden
Associate Dean (AA)

Vishnu Nevrekar
Associate Dean (O/MA)

Sylvester Hubbard
Director of Operations

AFMC
ASC
TACOM LCMC
Rock Island Arsenal
USTRANSCOM
USSTRATCOM

The Midwest Region's championship performance in FY12 continued to demonstrate DAU's commitment to excellence. Our all-star faculty and staff consistently provided world-class, innovative, and responsive career-long learning. Their stellar performance enabled the Defense Acquisition Workforce to develop, deliver, and sustain effective and affordable warfighting capabilities. Our superb learning environment offers modernized telecommunication and classroom learning capabilities in the Region's four locations (Kettering, Ohio; Sterling Heights, Michigan; Columbus, Ohio; and Rock Island, Illinois), which enabled the region to accomplish 66,811 teaching hours, deliver 314 classroom offerings, and graduate 33,126 students—8,836 residents and 24,290 Web. As leadership training becomes more important to the Defense Acquisition Workforce, our region continued to successfully operate two preeminent leadership courses: the PMT 401 Program Manager's Course and the Senior Service College Fellowship program to the U.S. Army Tank Automotive Command Life Cycle Management Command. Customers and stakeholders laud both courses as "a home run for the Midwest Region and DAU."

Our team of professionals also continued a customer-centric mindset this year by providing more mission assistance efforts to our regional acquisition customers than in years past. Through the hiring of a Major Defense Acquisition Program (MDAP) Director, we were able to provide critical consulting and targeted training to numerous multiservice ACAT 1 programs in the Region—A+ results in every case. The new Midwest Regional MDAP Director conducted more than 100 percent of planned customer visits, greatly increasing the Midwest footprint, further establishing DAU as provider of choice for our regional customers.

In FY12, the Midwest Region presented the fourth annual DoD Acquisition Insight Conference at Sinclair Community College in Dayton, Ohio. More than 750 members of the Defense Acquisition Workforce from Wright-Patterson Air Force Base, as well as industry and academia personnel, attended the conference, receiving updates on the latest acquisition technology and logistics hot topics and participating in workshops and training targeted to acquisition professional requirements.

—Travis Stewart

West Region
San Diego, California

Andy Zaleski
Dean

Hank DeVries
Associate Dean (AA)

Rob Tremaine
Associate Dean (O/MA)

Jim Childress
Director of Operations

USPACOM
USSPACECOM
Space & Missile Systems Center (SMC)
SPAWAR
Nuclear Weapons Center (NWC)
PEO JTNC
PEO C4I
PEO Strategic Systems

Outstanding faculty and staff continued to span the vast West Region, providing professional services to 30,000 Defense Acquisition Workforce members. Besides the workforce members in the proximity to regional headquarters in San Diego, West supported customers at 23 training sites, reaching across the 13 regional states and all the way into the Pacific Rim (e.g. Japan, Korea, Guam)—the largest DAU Regional territory. Customer satisfaction has been maintained at a high level in the region and is an indication of the tremendous support provided to the workforce members in arming them with the knowledge and skills to improve the success of a myriad of DoD acquisition programs. FY12 was another tremendous year as the region maintained the high graduation rate of classroom students, teaching more than 370 courses in 13 different functional areas. The West also made an effort to locate additional courses at West Region sites to better match course delivery with the Defense Acquisition Workforce members' needs and location.

DAU West continued to demonstrate the usefulness of Mission Assistance (MA) for a wide range of customers throughout the region. Through our Customer Learning Officer program and more recently our Customer Gateway Initiative, DoD and federal customers had quicker access to a variety of focused workplace support solutions that included executive coaching, strategic planning, and a number of targeted training courses such as Source Selection, Crucial Conversations, and Contracting Officer's

Representative course (COR 222). DAU West also provided hands-on workshops such as Risk Management and Service Acquisition Workshops. Our customers leveraged our indigenous survey and analysis capabilities, which have helped a number of programs uncover several major issues inhibiting their acquisition success. Over this past year, DAU West strengthened its MA analysis team where it can now quickly assess the performance health of acquisition organizations and identify the gaps. The MA team also provided workplace solutions that were easy to implement and quickly moved a number of programs forward. As the ICBM Nuclear sustainment program gained momentum, DAU West also fashioned a strategic assistance game plan that helped mitigate the programmatic risks normally associated with Major Defense Acquisition Programs. Finally, based on numerous workplace experience shortfalls found in a number of organizations, DAU West also developed a Learning Organization Architecture that its customers can now institute in order to boost workplace learning where it matters the most—on the job, and ultimately increase workplace efficiencies. The adoption of a learning organization architecture easily could become a game changer and make organizations much more powerful and focused learning houses.

If increased demand serves as testimony to the impact DAU West is having on acquisition organizations, then DAU West is hitting a high-water mark.

—Andy Zaleski

Defense Systems Management College
Fort Belvoir, Virginia

Roy Wood
Dean

David Fitch
Associate Dean (O/MA)

Joni Forman
Associate Dean (A/LAM)

Pat Wills
Associate Dean (A/ET)

Janet Vincent
Director of Operations

In FY12, the Defense Systems Management College expanded many of our traditional contributions to senior acquisition leaders and brought some significant efforts to fruition.

With the successful delivery of the PMT 401, the Program Manager's Course, at DAU West in January, DAU has now established a PMT 401 Enterprise spanning four campuses across the U.S. PMT 401 also continues to be a main component of the Senior Service College Fellowship Program and an elective in the Senior Acquisition Course (ACQ 401) at the Eisenhower School, formerly the Industrial College of the Armed Forces (ICAF).

In FY12, our PMT 400, Program Managers Skills Course, was completely reengineered to the needs of project and product managers. The course now incorporates a greater focus on "how-to" skills and includes a capstone critical thinking exercise.

In support of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD[AT&L]) international acquisition career path, DSMC has developed two new 100-level distance learning courses to expand international training beyond the PM community. The new online courses should be introduced in 2013, followed closely by a single new 200-level classroom course to replace the old PMT 202 and PMT 203.

Beyond the classroom, DSMC has provided a number of high-impact mission assistance projects, including several Acquisition Program Transition Workshops and in-depth consulting events, such as the Red Team review of the Navy's Surface Ship Torpedo Defense program. This year, DSMC and DAU West led the expansion of executive coaching and completed development of a rigorous internal qualification program for executive coaches. We also held 23 Defense Acquisition Executive Overview Workshops that provided customized learning for 132 flag officers, senior executives, political appointees and congressional staff members.

DAU's applied research program sponsored two major events this year: a Better Buying Power symposium focused on the limits of competition in defense acquisition, and an Acquisition Reform Seminar jointly sponsored with the Congressional Research Service. In addition, our DSMC faculty published a dozen articles in *Defense AT&L* magazine, *Defense Acquisition Research Journal*, and other professional publications, addressing such timely topics as acquisition strategy formulation, earned value management, and cyber security.

—Roy Wood

College of Contract Management
Fort Lee, Virginia

Kurt Stonerock
Dean

The College of Contract Management (CCM) was established in October 2011 and many important milestones in its stand-up were achieved in FY12. Colocated with Defense Contract Management Agency (DCMA) Headquarters at Fort Lee, Virginia, the CCM is chartered to ensure well-trained faculty, well-designed curriculum and a cost-effective methodology to provide the professional, accredited courses necessary to enhance the skills of the 8,800+ acquisition workforce within DCMA.

In support of DCMA's provision of customer-focused Contract Administration Services that provide acquisition insight and engagement to enable the Defense Acquisition enterprise to produce the right product or service (quality), at the right time (delivery) and at the right price (value), the focus of the CCM's curricula will be to provide formal training on contract management-specific competencies needed for DCMA functional personnel to execute their job responsibilities. This training will be in addition to, and in alignment with, other DAWIA training that DCMA functional personnel will continue receiving. To this end, in FY12 the Director of DCMA was formally designated as the Competency Lead for the College, responsible for defining both the contract management functional areas on which the CCM will focus its curricula and the DCMA-specific functional competencies that curricula will train. Also, in March DAU hired the College's first dean.

Formal development of a wide array of courses and online learning assets was initiated early in FY12, with the fielding of most of these assets expected throughout FY13 and FY14. The curricula will be focused in contract management functional areas such as: Contracting, Pricing/Cost Monitoring, Quality Assurance, Manufacturing, Supply Chain, Software Engineering, Systems Engineering, Earned Value Management, Aircraft Operations, Contingency Contracting, Property, Plant Clearance, Contract Safety, Transportation, Packaging, Contract Termination, Program Integration and Industrial Analysis. The curricula also will include an overarching course focusing on how DCMA functional personnel can best leverage their in-plant access and insight to support the Defense Acquisition Enterprise throughout the acquisition life cycle.

In summary, FY12 (corresponding to the first 12 months of the CCM's existence) saw excellent progress across the wide array of actions necessary to stand up a new College in the University. That progress was achieved by close collaboration, expertise, and selfless hard work of many professionals in DAU, DCMA, and supporting contractor curricula development specialists.

—Kurt Stonerock

DAU Proves its Resiliency

During 2012, DAU faced a number of natural and man-made disasters that tested the resilience of our staff, faculty, students, and infrastructure. Regardless of the situations that our campuses have faced, the professional and quick-paced emergency management staffs and the flexible, forward-thinking responses of our faculty have always ensured that DAU employees' safety was never at risk and the high-quality acquisition education students expect from us never was seriously interrupted.

Last year's first major disaster occurred on June 29 when a derecho—a widespread, long-lived, straight-line windstorm associated with a fast-moving band of severe thunderstorms—passed through Northern Virginia and left 1 million customers without power. Like many of the surrounding areas, the DAU campus at Fort Belvoir lost power, which resulted in the main server overheating and left the university without access to online programming and other teaching tools. Maintenance and operations staff worked around the clock to procure a replacement generator and restore service. Because of their efforts, the campus was closed for only 36 hours before all systems resumed normal operating status.

Less than 6 weeks after the derecho, just before noon August 13, a fire broke out in Building 207 at the Fort Belvoir campus. This building housed the newly relocated library, a cafeteria, high tech classrooms, and equipment, as well as dozens of staff. Everyone was safely evacuated and no injuries were reported; however, the building was deemed uninhabitable and

in need of reconstruction. Affected staff members were quickly relocated to temporary work spaces with little or no disruption to their productivity. Within a week, space was made available to accommodate all those displaced; all salvageable equipment and materials were recovered from Building 207 shortly thereafter.

In October 2012, Superstorm Sandy—a hybrid formed by a combination of a Category 1 hurricane and a powerful storm front—knocked out power to the Fort Belvoir campus, disrupting class offerings both along the East Coast and online. Students registered for DAU classes the week of October 29 were able to rely on the DAU Hotline and Home page for operational and class status updates daily. Despite the circumstances, many course offerings were reworked and condensed. For other courses, DAU made every effort to reschedule the canceled classes and/or work students into upcoming course offerings.

In the end, well-developed physical and electronic infrastructure, including emergency alert and remote access systems; quick assessment and action by DAU administration; and the commitment of faculty and staff made it possible for the organization to surmount these challenges and continue providing education to develop qualified acquisition professionals.

Community Involvement

DAU Alumni Association Mid-Atlantic Chapter Supports Academy of Finance

DAU Alumni Association Mid-Atlantic Chapter presented a check for $300 to Cindy Baden, the Academy of Finance Program Coordinator and Mr. Garth Bowling, Principal of Chopticon High School in Maryland. The Academy of Finance is a national program established by industry to develop students with the skills and knowledge to succeed in the fields of business and finance.

DAU Alumni Association Mid-Atlantic Chapter Raises Money for Navy Marine Corps Relief Society

DAU Alumni Association Mid-Atlantic Chapter hosted the Navy Marine Corps Relief Society (NMCRS) and the Marine Corps Aviation Association (MCAA) John Glenn Squadron Scholarship Fund Golf Fundraiser at the Naval Air Station Golf Club, Patuxent River, Maryland, April 20. DAU provided donations of $10,500 to NMCRS Relief and $2,000 to the MCAA John Glenn Squadron Scholarship Fund. This annual Charity Golf Open allows local companies and individuals to sponsor Wounded Warriors, involuntary activated personnel, and active duty Military who wish to participate. This year there were 188 golfers and the event attracted eight platinum sponsors who donated $1,000 or more.

DAU Donates Computers to Area Education Coalitions

DAU donated 25 laptops and 50 desktops to Area Coalitions for Education Excellence (ACEE). ACEE is a charitable organization founded in 2005 to provide technology-focused mentoring by military and government employees to students in grades 2 through 12. ACEE connects community, government, and military volunteers to help improve students' computer knowledge, academic success, and life skills—while inspiring interest in science, technology, engineering, and math. By completing task assignments with their ACEE mentors, students had the opportunity to earn a DAU-donated computer, which they received in an awards ceremony in the presence of their parents, guardians, family members, school officials, and mentors.

Easter Egg Hunt Turns 25

DAU hosted its 25th Annual Easter Egg Hunt for the Fort Belvoir Exceptional Family Member Program

March 17. Highlights of the event included stations for egg decorating and coloring, face painting, cupcake decorating, an egg hunt, pictures with the Easter Bunny, and even a piñata. The children made their way through every station as the Easter Bunny roamed

around. The kids delighted in finding the prized eggs and the final event of the day was the piñata. Each child excitedly took a turn batting at the piñata, and waiting for the candy to spill to the floor, which they immediately scooped right up! Their smiles marked another successful Easter egg hunt and parents and children were grateful to DAU for continuing this annual activity.

STEM the Tide Part Two: CNE-ET Partners with Local High School for a Second Engineering Management Workshop

The Engineering and Technology Department of DAU's Capital and Northeast (CNE) Region continued to support critical engineering talent development through an innovative Science, Technology, Engineering, and Mathematics (STEM) education event at Kettle Run High School in Nokesville, Virginia. DAU conducted the first Engineering Management Workshop in December 2010 and, based on its success, executed the second workshop at the school in November 2011. Through the class, students actively were involved in designing, building, and testing a robotic vehicle that must meet specified performance requirements. This workshop simulates the processes and real-life situations DoD employees face on the job. Throughout the workshop, students were introduced to and practiced various engineering management skills and competencies and, on the final day, teams demonstrated the performance of their vehicle designs during a number of test events. The workshop culminated with a "source selection," in which team designs were evaluated for performance, cost, and supportability. This year, the engineering technology instructor at Kettle Run High School increased the stakes during the "source selection" evaluation by holding the competition during an evening fundraiser for the school's Technology Student Association.

DAU South Supports Special Olympics

Community service is a core value of the Senior Service College Fellowship program. When Redstone Arsenal's reduction in active duty enlisted troops left them with a shortage of volunteers to help with the

Special Olympics running games, Senior Service College Fellowship current students and alumni along with DAU South employees stepped in. They kept score and escorted more than 250 athletes, many of whom did not have family members present to guide them to the events.

Corporate Team Awards

Goal 1—(Mission) Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.

ACQ 201B
Capstone Team

Steve Minnich (Lead)*
Matt Ambrose
Theresa Bensch,
Jim Boone
Jim Curry
Scott Fouse
Ryan Funkhouser
Mike Gainor
Vance Gilstrap
Wes Gleason
Mike Kotzian
Paul Mallon
Mike McGhee
Joe Moschler
Steve Nazar
Curtis Norris
Stephen Paul
Kathy Peake
Dave Riel
Tom Ruthenberg
Brian Schultz
Matt Smith
John Taylor
Kim Thompson
Mark Unger
Jim Weitzner

International
Acquisition Team

Duane Tripp (Lead)*
Greg Beckham
Rhonda Bruce
Brian Duddy
Sylwia Gasiorek Nelson
Matthew Ghormley
Sam King
Mike Lacroix
Dave Lewis
Craig Mallory
Clifford Maxfield
John Meeuwissen
Steve Nazar
Luis Ramirez
Dr. Mary
Redshaw
Brian Schulz
Ivan Teper
Mark Unger
Dwayne Young

LOG 211 Curriculum
Development Team

Patrick Dallosta (Lead)*
Michael Bayer
Brian Blanchfield
James Boone
Karen Byrd
James Curry
Sylwia Gasiorek-Nelson
Dave Hartley
Nicole Isenberg
Bill Kobren
James McDaniel
Andre Murphy
Dr. Alicia Sanchez
Noanie Sullivan
Greg Walker
Annemarie Walsh

Goal 2—(Infrastructure) Continuously improve our infrastructure and mission support processes to optimize use of resources.

Scheduling and Student
Services Support Team

Lisa Johnson (Lead)*
Karen Davis
Adam Gowayed
Jeanette Madrid
Jeb Ramsey
Carrie Simpson
Penny Siragusa

* Pictured

Goal 3—(Transformation) Support congressional and DoD acquisition improvement initiatives through thought leadership, applied research, and engagement with key acquisition organizations.

BBP Rapid Deployment Training Team

Tom VandenBerg (Lead)*
Craig Arndt
Molly Beckmann
Teri Bensch,
Jeran Binning
Brian Blanchfield
Michael Bohn
Ron Burgess,
Renee Butler
Crystal Calloway
Kevin Carman
George Cash
Sal Cianci
Jerome Collins

Tom Conroy
Doug Constant
Sharon D'Anjou
Leslie Deneault
Mike Gainor
Andrew Gepp
Vance Gilstrap
Pam Gouldsberry
Art Greenlee
Lois Harper
Dave Hofstadter
Mike Holbert
Paul Horst
Mark Husband

David Kennedy
Sam King
Jan Kinner
Ellen Klotz
Mike Kotzian
Jim Lamb
Larry Leggett
Kevin Linden
Belle Mattingly
Mike McGhee
Vishnu Nevrekar
Dean Newman
Reggie Parks
John Pritchard

Brad Riddle
Chris Robinson
Mike Rodgers
Marty Sherman,
Dr. John Snoderly
Troy Snow
Gary Spohn
Mike Steves
Joe Thumser
Rob Tremaine
Wally Tubell
Joe Veneziano
Nathan Washington

Goal 4—(People) Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.

PMT 401 Enterprise Administrative Team

Adria Odom (Lead)*
Tawnita Blay
Stephanie France
Kendra Gastineau
Ann Lee
Jeff Russo
Russell Shaver
Nicole Sherman
Stephanie Voltz

Goal 5—(Customers) Proactively engage our customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.

Industry Day Support Team

Christen Goulding (Co-Lead)*
Erin Mulligan (Co-Lead)
Craig Arndt
Alyssa Banotai
Frances Battle
Brian Blanchfield
James Carter
Cheryl Clark
Mirjana Cook
James Curry
Sharon D'Anjou
Leslie Denault
Barry Dillon

Danial Durnell
James Flattery
Gordon Hagewood
Jonathan Haynes
Sean Herr
David Hofstadter
Michael Holbert
Mark Husband
Justin Johnson
James Krott
Jim Lamb
Kevin Linden
Greg Martin

Dave Miskimens
Ellen Morris
Dr. Mary Redshaw
Debi Register
Brian Risi
Dusty Schilling
Brian Schultz
Shereecia Stancil
Maryann Watson
Thomas White
Brian Yoo
Tatiana Zavaleta

* Pictured

Individual Awards

Distinguished Teacher Recognition

Michael Lacroix

Robert Morig

Joseph Schmoll

Curriculum Development

Terry Johnson

Knowledge Sharing

Bill Kobren

Customer Service

Roberto Reyes

Mission Assistance

John Adams

Steve Jones

Mission Assistance to the Warfighter

Maj. Thomas Edison, USAF

Lt. Col. David Taylor, USAF

Staff Person of the Year

Katherine Smith

Junior Staff Person of the Year

Becky Lane

Outstanding Media

Chris St. John

Teaching Band A

Andrew Gepp

Teaching Band B

Thomas Gainor

David Miller

Teaching Band C

Michael Lacroix

Robert Morig

Research

Mike Bayer

Howard Harris

Distinguished Officer of the Year

Lt. Col. Kevin Schlegel, USMC

Frank J. Anderson, Jr. Award (Faculty)

Dr. John Snoderly

Frank J. Anderson, Jr. Award (Staff)

Lisa Johnson

Hall of Fame

Shay D. Assad

in recognition of his service to the Defense Acquisition University from 2006 to 2012. As the Director of Defense Procurement and Acquisition Policy and Director of Defense Pricing, he developed, implemented, and led a competency assessment that helped identify the capability and needs of the DoD contracting workforce. He was instrumental in establishing Defense Acquisition Development Fund initiatives to increase the size and enhance training of the Defense Acquisition Workforce. His direction and guidance of DAU was invaluable in helping the University improve quality and business results of the acquisition workforce.

David G. Ahern

in recognition of his service to the defense acquisition community from 2004 to 2012. As a faculty member, Performance Learning Director for executive and international curricula, and Director of the Center for Program Management, he made enduring contributions to the capability of DAU and to the effectiveness and efficiency of the defense acquisition system. As Director of Portfolio Systems Acquisition and Deputy Assistant Secretary of Defense for Strategic and Tactical Systems, he continued a strong collaboration with DAU to develop qualified acquisition professionals and shape the DAU curriculum to improve acquisition outcomes.

David L. Scibetta

in recognition of his service to the Defense Acquisition University from 1987 to 2011. As a faculty member, Information Management and Support Services Officer, and as Deputy Director and then Director of the Operations Support Group, he was totally committed to providing responsive administrative and logistical support to students, staff, and faculty. Serving three DAU Presidents and seven DSMC Commandants, he developed the facilities and infrastructure that provided a world-class learning environment for the Defense Acquisition Workforce at more than 20 DAU locations around the world.

Ronald M. Fontenot

in recognition of his service to the Defense Acquisition University from 2000 to 2009. As Contracting Department Chair and as Associate Dean for Outreach and Performance Support, his commitment to academic excellence and mission accomplishment significantly impacted the successful establishment of the DAU regional campus concept. His outreach efforts to local program offices to enhance acquisition outcomes and his engagement with industry and civic organizations greatly contributed to DAU's goal of "being a part of the community, not just a place to take training."

Judith A. Ward

Judith was posthumously awarded the DAU Hall of Fame Award in recognition of her service to the Defense Acquisition University from 1990 to 2003. As an Instructor, Center Director, Site Manager, and Acting Associate Dean for Academics and for Performance Support, she exemplified the qualities of a master teacher and provided highly effective consulting support to acquisition field organizations. During the creation of a unified DAU, her leadership, institutional and historical knowledge, and willingness to support transformation were critical to the success of the regional campus initiative.

Corporate Recognition

Learning!100 Award

In March, DAU was named a winner of the Learning!100 award at the 2012 Enterprise Learning! Summit in Alexandria, Virginia. This awards program, hosted by Elearning! Media Group, recognizes the outstanding organizational performance, immersive learning culture, and innovation of top eLearning organizations across the nation. DAU was ranked second and was specifically recognized for excellence in learning technology innovation. Other winning organizations include the American Heart Association, Deloitte, Computer Sciences Corporation, IBM, and the Veterans Administration.

2012 LearningElite Award

On April 1, DAU was honored with a LearningElite Award at the Chief Learning Officer (CLO) Symposium. DAU ranked second among 45 selected organizations, and also received the Editor's Choice Award for Leadership Commitment. More than 200 companies were nominated for this year's awards. The LearningElite Award is a unique, peer-reviewed ranking and benchmarking program that recognizes organizations that employ exemplary workforce development strategies to deliver significant business results. General Mills received the first place award. Other organizations receiving 2012 Learning Elite Awards include AT&E, Accenture, McDonald's, UPS, Qualcomm, InterContinental Hotels, and Procter & Gamble.

Trailblazer Award

In May, DAU was presented the 2012 Trailblazer Award during the DoD Small Business Training Week Conference in Nashville, Tennessee. DAU was recognized for assisting DoD's Office of Small Business Programs (OSBP) in the development and release of two Continuous Learning Modules during the past year, teaching a condensed version of the Small Business Program course each year at the DoD Small Business Training Week Conference, and maintaining an open line of communication with OSBP to ensure relevant small business topics are included in DAU courses and the DoD Procurement Conference.

Federal Government Distance Learning Association Eagle Award

On August 16, DAU was recognized by the Federal Government Distance Learning Association (FGDLA) with their highest organizational award. The Eagle Award was presented "in recognition of an organization that has served the Federal Government distance learning community by providing exceptional leadership, vision, and advocacy." Additionally, Dr. Judith Bayliss, Center Director, Teaching and Learning Laboratory, was given the Pioneer Award "in recognition of an individual for demonstrating initiative and leadership in the development and implementation of distance learning in the Federal Government."

2012 Gold Award for Learning Strategy

On September 20, Acting DAU President James McMichael was presented the Gold Award for Learning Strategy at the Fall 2012 Chief Learning Officer (CLO) Symposium in Colorado Springs, Colorado. The award, one of CLO magazine's Learning in Practice Awards, cited DAU's 2012-2015 Learning and Technology Roadmap. This award recognizes learning executives who have demonstrated exceptional business acumen combined with forward-looking vision in the development and execution of a learning strategy in support of their organization's objectives during the past year. Other winners of this year's Learning In Practice Awards include McDonald's Corp., Coldwell Banker, BAE Systems, IBM, Hewlett Packard, Lloyds Banking Group, Cigna, and Hilton Worldwide.
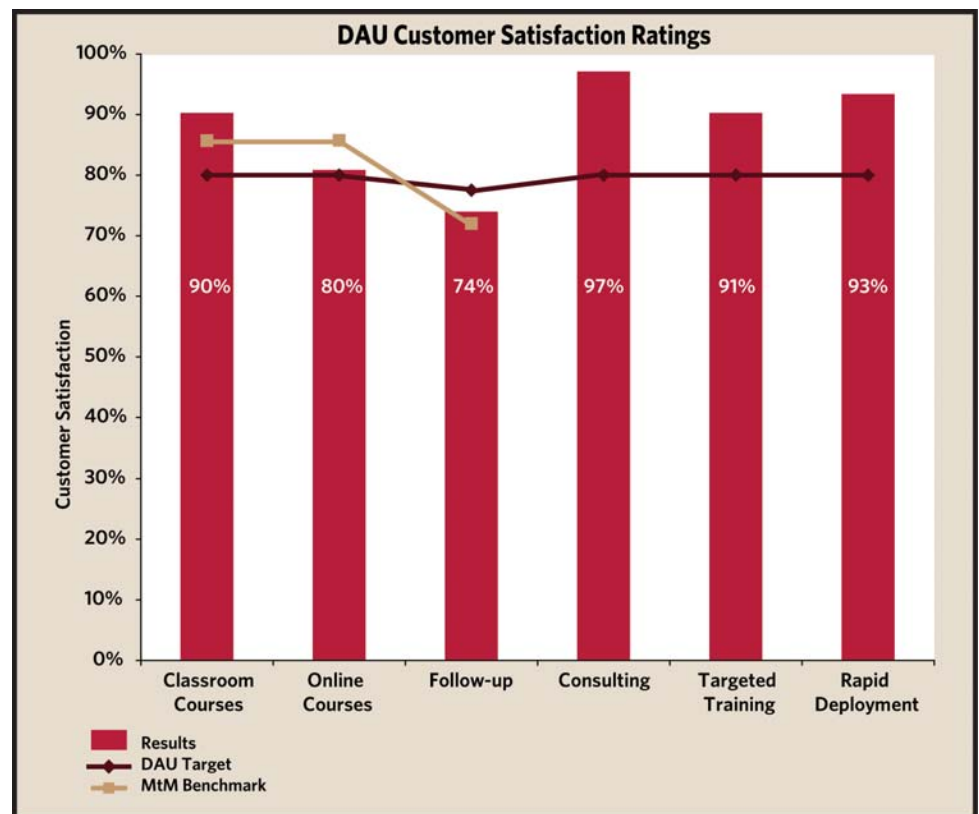
Customer Satisfaction

For DAU to succeed at developing qualified acquisition professionals, it must provide high-quality, relevant products and services to its customers. DAU does just that. From contracting personnel in areas of conflict to senior DoD leaders, from small buying commands to major defense acquisition programs, from individual workforce members to intact acquisition teams, DAU provides a variety of learning assets to help the Defense Acquisition Workforce support the warfighter. DAU uses the state-of-the-art, end-of-course survey program Metrics that Matter (MtM), a Web-based learning evaluation system with an extensive database of performance benchmarks, to collect survey data from students and customers. DAU evaluates customer satisfaction based on the four-level Kirkpatrick training assessment model and uses the seven-point Likert scale. At the end of each course, students are provided a link to the survey, which includes questions on course content, coursework, faculty, and job applicability. Ratings are reviewed regularly and improvements are made in DAU's products and services based on these evaluations.

- 36,667 follow-up surveys were completed by students with an average rating of 5.15 (or 74 percent)—falling short of DAU's target of 78 percent by 4 percent but 1 percent above the Metrics that Matter corporate benchmark of 73 percent

- 1,221 follow-up surveys were completed by students' managers with an average rating of 5.22 (or 75 percent)—falling short of DAU's target of 78 percent by 3 percent.

- 6 surveys were completed by customers receiving consulting assistance with an average rating of 6.79 (97 percent)—exceeding DAU's target of 80 percent by 17 percent

- 1,300 surveys were completed by customers who participated in Targeted Training events with an average rating of 6.37 (91 percent)—exceeding DAU's target of 80 percent by 11 percent

In FY12:

- 50,216 surveys were completed by students in DAU's classroom courses with an average rating of 6.31 (or 90 percent)—exceeding DAU's target of 80 percent by 10 percent and 5 percent above the Metrics that Matter corporate benchmark of 85 percent

- 57,493 surveys were completed by online students with an average rating of 5.56 (or 80 percent)—meeting DAU's target of 80 percent and 5 percent lower than the Metrics that Matter corporate benchmark of 85 percent

DAU Customer Satisfaction Ratings

Classroom Courses: 90% | Online Courses: 80% | Follow-up: 74% | Consulting: 97% | Targeted Training: 91% | Rapid Deployment: 93%

Legend: Results, DAU Target, MtM Benchmark

DAU Locations

West Region
San Diego, California
619-524-4814

Mid-Atlantic Region
California, Maryland
240-895-7344

Midwest Region
Kettering, Ohio
937-781-1025

Capital & Northeast Region
Fort Belvoir, Virginia
703-805-2764

South Region
Huntsville, Alabama
256-922-8020

Defense Systems
 Management College
Fort Belvoir, Virginia
703-805-2436

College of Contract
 Management
Fort Lee, Virginia
804-734-0699

Defense Acquisition University
9820 Belvoir Road
Fort Belvoir, Virginia 22060-5565